

		<p>tribes that CBP regularly consults with in this area.</p> <p>MEDIA:</p> <p>LANDOWNERS:</p>	
<p>NEW ROADS CONSTRUCTION</p> <p>Schedule pending</p>	<p>Specific locations are still being finalized</p>	<p>CONGRESSIONAL:</p> <p>STATE/LOCAL:</p> <p>TRIBAL ENAGEMENTS: Consultation needs will be further defined as locations become more final</p> <p>MEDIA:</p> <p>LANDOWNERS:</p>	

LAREDO SECTOR

PROJECT	SPECIFIC LOCATIONS	OUTREACH/CONSULTATION	NOTES
<p>NEW ROADS CONSTRUCTION</p> <p>Schedule pending</p>	<p>Specific locations are still being finalized</p>	<p>CONGRESSIONAL:</p> <p>STATE/LOCAL:</p> <p>TRIBAL ENAGEMENTS: Consultation needs will be further defined as locations become more final</p>	

		MEDIA:	
		LANDOWNERS:	

RIO GRANDE VALLEY SECTOR			
PROJECT	SPECIFIC LOCATIONS	OUTREACH/ CONSULTATION	NOTES
GATES INSTALLATION Resume a project that was initiated in 2012 project by installing 35 motorized gates within existing gaps of the primary pedestrian fence, in addition to 42 gates that were installed in 2012 Tentative construction schedule pending real estate clearance	Cameron and Hidalgo Counties	CONGRESSIONAL: STATE/LOCAL: TRIBAL ENGAGEMENTS: CBP previously consulted with Native American Tribes and the SHPO during the original fence construction in these areas. Given that this project does not require any new ground disturbance, CBP does not anticipate any affect to cultural resources from this project. No further consultation with Native American Tribes and SHPO will be conducted. Should new land acquisition and ground disturbance be identified during project planning process, -CBP will consult with Native American Tribes and the SHPO through typical consultation methods to include sending letters to tribes that CBP regularly consults with in this area.	*USACE to provide landowner for ROE this week *Landownership research to begin immediately for the 35 gates in RGV – ongoing/lengthy process

		MEDIA: LANDOWNERS:	
NEW ROADS CONSTRUCTION Schedule pending	Specific locations are still being finalized	CONGRESSIONAL: STATE/LOCAL: TRIBAL ENAGEMENTS: Consultation needs will be further defined as locations become more final MEDIA: LANDOWNERS:	

From: (b) (6), (b) (7)(C)
To: (b) (6), (b) (7)(C)
Cc: (b) (6), (b) (7)(C)
Subject: RE: Cleared FY17 language for S1 meeting with SD Mayor
Date: Wednesday, June 07, 2017 10:59:22 PM

Hi (b) (6), (b) (7)(C) –

Thank you for the opportunity to review. (b) (6), (b) (7)(C) is correct re: the current prototype schedule. We will validate prototype schedule with the project team and integrated master schedule effort. The two-pager was a draft and we're currently revising. Also, we have a project review document meeting tomorrow (Thursday) and we'll likely want to double check on the SDC fence replacement dates too. (b) (5)

If ok with you, I'd like to share the S1 meeting with the San Diego Mayor with the USBP San Diego Sector team handling media inquiries and potential civil disobedience, protestors, etc. during prototype construction for awareness.

Is there a target date for the meeting?

Thanks,

(b) (6),

From: (b) (6), (b) (7)(C)
Sent: Wednesday, June 07, 2017 6:08 PM
To: (b) (6), (b) (7)(C)
Subject: RE: Cleared FY17 language for S1 meeting with SD Mayor

Hi (b) (6), (b) (7)(C)

My 2 cents:

-
-

(b) (5)

Thanks for sharing,

(b) (6), (b) (7)(C)

From: (b) (6), (b) (7)(C)
Sent: Wednesday, June 7, 2017 5:48 PM
To: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

Subject: Cleared FY17 language for S1 meeting with SD Mayor

(b) (6), (b) (7)(C),

I wanted to check with you on language for a tasker we've been assigned for an S1 meeting with the Mayor of San Diego, specifically, what can be shared re. prototype and FY17 wall-related projects in the SD area. I pulled the language below from the two page document shared for yesterday's call. Is this ok to include for S1 to share? Anything else you'd recommend? Happy to reach to other folks, just figured you're both well-situated to know what we can/can't say. Thanks a lot.

San Diego Sector

-
-

(b) (5)

-(b) (6), (b) (7)(C)

COS, Intergovernmental Public Liaison (IPL)

(b) (6), (b) (7)(C)

From: (b) (6), (b) (7)(C)
To: (b) (6), (b) (7)(C)
Subject: RE: Cleared FY17 language for S1 meeting with SD Mayor
Date: Friday, June 09, 2017 8:25:08 AM

(b) (5)

From: (b) (6), (b) (7)(C)
Sent: Friday, June 09, 2017 6:52 AM
To: (b) (6), (b) (7)(C)
Subject: FW: Cleared FY17 language for S1 meeting with SD Mayor
Importance: High

Who is (b) (6), (b) (7)(C)?

(b) (6), (b) (7)(C)
Director, Business Operations Division
Border Patrol & Air and Marine Program Management Office
Facilities Management and Engineering
Office of Facilities and Asset Management
Mobile: (b) (6), (b) (7)(C)

From: (b) (6), (b) (7)(C)
Sent: Thursday, June 08, 2017 4:22 PM
To: (b) (6), (b) (7)(C)
Cc: (b) (6), (b) (7)(C)
(b) (6)
(b) (6), (b) (7)(C)
(b) (6)
(b) (6), (b) (7)(C)
(b) (6)
(b) (6) <[@hq.dhs.gov](mailto:(b) (6), (b) (7)(C)@hq.dhs.gov)>; (b) (6), (b) (7)(C)
(b) (6) <[@hq.dhs.gov](mailto:(b) (6), (b) (7)(C)@hq.dhs.gov)>; (b) (6)
(b) (6), (b) (7)(C)
Subject: FW: Cleared FY17 language for S1 meeting with SD Mayor
Importance: High

(b) (6), (b) (7)(C) -
Good afternoon. DCPA (b) (6), (b) (7)(C) informed me that you will be San Diego Sector's advocate ref: Operation Unified Resolve to:

(b) (5)

(b) (5)

Please don't hesitate to reach out to me should you have any questions; welcome aboard.

v/r

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

Strategic Planning Division
Operation Unified Resolve

(b) (6), (b) (7)(C)
Cell (b) (6), (b) (7)(C)

From: (b) (6), (b) (7)(C)

Sent: Thursday, June 08, 2017 12:48 PM

To: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)
(b) (6), (b) (7)(C) >

Cc: (b) (6), (b) (7)(C)

Subject: RE: Cleared FY17 language for S1 meeting with SD Mayor

Importance: High

You're welcome. Copying (b) (6), (b) (7)(C) for visibility.

Team –

(b) (6), (b) (7)(C) and I discussed content to provide IPL and below is a proposed response to provide them in advance of the S1/San Diego Mayor meeting on 06/14. This was drafted with an understanding of the Mayor's involvement and visibility on the SDC Operation Unified Resolve effort and other CBP projects and needs. We also have the attached fact sheet for additional project information.

Please let me know if you have any additional items to include or changes to the write-ups below as soon as you can.

Thank you for your help.

(b) (5)

CBP Border Security Activities:

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(b) (5)

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• (b) (5)

-
General Talking Points for RE/ENV:

• (b) (5)

•

From: (b) (6), (b) (7)(C).

Sent: Thursday, June 08, 2017 10:35 AM

To: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C)

Subject: RE: Cleared FY17 language for S1 meeting with SD Mayor

Thank you for the information (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

From: (b) (6), (b) (7)(C)

Sent: Thursday, June 08, 2017 9:55 AM

To: (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C)

Subject: FW: Cleared FY17 language for S1 meeting with SD Mayor

Gents –

FYSA re: S1 meeting with SD Mayor in DC next week (6/14). Any information we share with IPL re: prototype, we'll be sure to coordinate with Sector.

Please let us know if you have any questions.

Thanks,

(b) (6), (b) (7)(C)

From: (b) (6), (b) (7)(C)

Sent: Wednesday, June 07, 2017 11:25 PM

To: (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C)

Subject: RE: Cleared FY17 language for S1 meeting with SD Mayor

Thanks for the context and info, (b) (6), (b) (7)(C) I'll hold for any updated information you can provide after tomorrow's meeting.

The SD Mayor will be in DC next Weds (6/14). I believe he'll just be meeting with S1, likely no CBP participants.

Thanks again for your help.

-(b) (6), (b) (7)(C)

From: (b) (6), (b) (7)(C)

Sent: Wednesday, June 07, 2017 10:59:22 PM

To: (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C)

Subject: RE: Cleared FY17 language for S1 meeting with SD Mayor

Hi (b) (6), (b) (7)(C) –

Thank you for the opportunity to review. (b) (6), (b) (7)(C) is correct re: the current prototype schedule. We will validate prototype schedule with the project team and integrated master schedule effort. The two-pager was a draft and we're currently revising. Also, we have a project review document meeting tomorrow (Thursday) and we'll likely want to double check on the SDC fence replacement dates too (b) (5)

If ok with you, I'd like to share the S1 meeting with the San Diego Mayor with the USBP San Diego Sector team handling media inquiries and potential civil disobedience, protestors, etc. during prototype construction for awareness.

Is there a target date for the meeting?

Thanks,

(b) (6),
(b) (7)(C)

From: (b) (6), (b) (7)(C)

Sent: Wednesday, June 07, 2017 6:08 PM

To: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C) >

Subject: RE: Cleared FY17 language for S1 meeting with SD Mayor

Hi (b) (6), (b) (7)(C)

My 2 cents:

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-

(b) (5)

Thanks for sharing,

(b) (6), (b) (7)(C)

From: (b) (6), (b) (7)(C)

Sent: Wednesday, June 7, 2017 5:48 PM

To: (b) (6), (b) (7)(C)

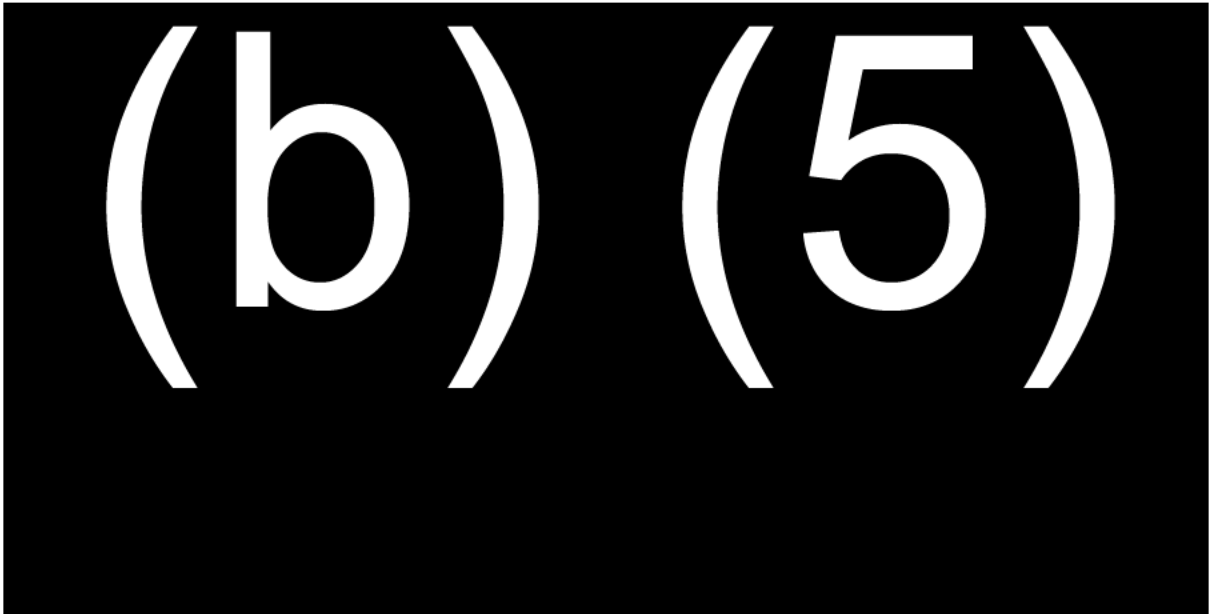
Subject: Cleared FY17 language for S1 meeting with SD Mayor

(b) (6), (b) (7)(C),

I wanted to check with you on language for a tasker we've been assigned for an S1 meeting with the Mayor of San Diego, specifically, what can be shared re. prototype and FY17 wall-related projects in the SD area. I pulled the language below from the two page document shared for yesterday's call. Is this ok to include for S1 to share? Anything else you'd recommend? Happy to reach to other folks, just figured you're both well-situated to know what we can/can't say. Thanks a lot.

San Diego Sector

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- (b) (6), (b) (7)(C)

COS, Intergovernmental Public Liaison (IPL)

(b) (6), (b) (7)(C)

From: (b) (6), (b) (7)(C)
To: (b) (6), (b) (7)(C)
Cc: (b) (6), (b) (7)(C)
Subject: Santa Teresa Environmental Draft Waiver PAG & Press Release
Date: Tuesday, January 16, 2018 2:14:39 PM
Attachments: (b) (5)
Importance: High

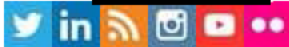
(b) (6), (b) (7)(C)

I wanted to check as OCA is ready to make Hill notifications [this evening](#) but wanted to ensure we are ready. What are you hearing?

v/r,

(b) (6), (b) (7)(C)

Director, Media Division
Office of Public Affairs
U.S. Customs and Border Protection
Office: (b) (6), (b) (7)(C)
iPhone: (b) (6), (b) (7)(C)



From: FRIEL, MICHAEL J
Sent: Sunday, January 14, 2018 3:22 PM
To: (b) (6) <@hq.dhs.gov>; (b) (6) <@hq.dhs.gov>; (b) (6) <@hq.dhs.gov>; (b) (6) <@hq.dhs.gov>; (b) (6) <@hq.dhs.gov>
Cc: (b) (6), (b) (7)(C)
Subject: FW: Santa Teresa Environmental Draft Waiver PAG & Press Release

Good afternoon,

For your consideration, attached is a PAG and News Release our shop built given the publication of S1's waiver in the federal register schedule for Wednesday.

CBP leadership has reviewed and approved the material.

R/S

Mike

From: (b) (6), (b) (7)(C)
Sent: Friday, January 12, 2018 12:41:22 PM
To: KOLBE, KATHRYN (b) (6), (b) (7)(C)
Cc: PATRICK S FLANAGAN (b) (6), (b) (7)(C); (b) (6), (b) (7)(C)
Subject: FW: Santa Teresa Environmental Draft Waiver PAG & Press Release

EAC Kolbe, Chief (b) (6), (b) (7)(C)

See the attached for your review, given S1's waiver signed today.

R/S

(b) (6), (b) (7)(C)

From: (b) (6), (b) (7)(C)

Sent: Friday, January 12, 2018 11:58 AM

To: FRIEL, MICHAEL J (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C)

Subject: Santa Teresa Environmental Draft Waiver PAG & Press Release

Mike, here's the draft PAG and Press Release for the Santa Teresa Environmental Waiver, we want to send DHS.

Our colleagues at OCA, OFAM, IPL and OCC helped us build the attached documents.

In regards to timing here's OFAM's assessment of the sequence for the waiver

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-
-

(b) (5)

VR

(b) (6)

(b) (6), (b) (7)(C)

Southwest Border Branch Chief

Customs and Border Protection

Office of Public Affairs – Media Division

Office (b) (6), (b) (7)(C)

Mobile: (b) (6), (b) (7)(C)

Email: (b) (6), (b) (7)(C)



From: (b) (6), (b) (7)(C)
To: (b) (6), (b) (7)(C)
Cc: (b) (6), (b) (7)(C)
Subject: For your Review - FM&E Data Request
Date: Monday, May 15, 2017 1:24:08 PM
Attachments: [CFM Infrastructure Tasker Update 05122017 v3.xlsx](#)

Hi (b) (6), (b) (7)(C)

Attached for your review, please find BPAM's response to the following data request. It is my understanding that Karl wanted to see this before it was submitted?

Are you and/or Karl able to take a look at this by COB tomorrow?

Thanks in advance, and please let me know.

(b) (6), (b) (7)(C)
Branch Chief (A), Communications and Workforce Strategy
Border Patrol & Air and Marine (BPAM)
Program Management Office
Facilities Management & Engineering
Mobile: (b) (6), (b) (7)(C)
(b) (6), (b) (7)(C)

From: (b) (6)
Sent: Thursday, May 04, 2017 11:39 AM
To: (b) (6), (b) (7)(C)
Cc: (b) (6), (b) (7)(C)
Subject: RE: FM&E Data Request

Hi (b) (6), (b) (7)(C)

Good morning to you too!

We would like disaggregate data across time. For example, if one RVSS tower was installed in Rio Grande City Station and then 6 months later another RVSS tower was installed in Rio Grande City Station, we'd like to distinguish between these towers by date. Geographically, aggregating by the USBP station level is enough resolution for our analysis.

Thanks for pulling these data for us. We'd be happy to discuss any of this on the phone if that's easier.

Thanks,

(b) (6), (b) (7)(C)

From: (b) (6), (b) (7)(C)
Sent: Thursday, May 04, 2017 9:48 AM
To: (b) (6) <[@hq.dhs.gov](mailto:(b) (6)@hq.dhs.gov)>
Cc: (b) (6), (b) (7)(C)
(b) (6)
<[@hq.dhs.gov](mailto:(b) (6)@hq.dhs.gov)>; (b) (6), (b) (7)(C)
Subject: FW: FM&E Data Request

Good morning (b) (6) –

We received your request and are working on pulling together what you need. To be clear, we are pulling any updates to fencing, lighting, and towers. Do you need that broken out by state, in addition to sector and station as well or just aggregate numbers?

We are targeting submitting this information to you by Monday, May 22.

We look forward to hearing from you.

Regards,

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

Director, Business Operations Division (Acting)
Border Patrol & Air and Marine Program Management Office
Facilities Management and Engineering
Office of Facilities and Asset Management
Mobile: (b) (6), (b) (7)(C)

From: (b) (6)
Sent: Monday, May 1, 2017 2:37 PM
To: (b) (6), (b) (7)(C)
Cc: (b) (6), (b) (7)(C)
(b) (6)
>; (b) (6)
<[@hq.dhs.gov](mailto:(b) (6)@hq.dhs.gov)>; (b) (6), (b) (7)(C)
Subject: FW: FM&E Data Request

Hi (b) (6), (b) (7)(C)

I'm contacting you regarding an update for a previous data request. The motivation for this request is Section 4(d) in the Executive Order on Border Security and Immigration Enforcement Improvements. Section 4(d) requires a comprehensive study of the security of the southern border. DHS must submit this report to the President on July 24th.

My office, DHS PA&E is leading this effort, and the Institute for Defense Analyses (IDA) is supporting

our efforts. We are requesting these data for IDA to update and continue their analysis of behind-the-border deterrence and sector level estimates for this report.

We would like any updates to the data you provided in the past on facilities, fencing, lighting, and towers. These data were provided to IDA by you through my former colleague, (b) (6) of PA&E. The initial request included two files – a Jan 20, 2015 email from (b) (6), (b) (7)(C) with data on each of the items above and a Feb 11, 2015 email from (b) (6), (b) (7)(C) with additional data on towers. On February 18, 2016, an updated file was provided to IDA through USBP POC (b) (6), (b) (7)(C).

We would like to request any updates by USBP station for fencing, lighting, and towers. These data can be provided to IDA through PA&E.

Please let us know if you have any additional questions.

Thank you,

(b) (6)

From: (b) (6), (b) (7)(C)

Sent: Thursday, February 18, 2016 3:57 PM

To: (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C)

Subject: RE: Data Request

Hi (b) (6), (b) (7)(C)

Please see attached for the data and financials as requested. Thanks so much, and please let me know if you have any questions!

(b) (6), (b) (7)(C)

Tasking Coordinator, Business Operations Division

Border Patrol Facilities and Tactical Infrastructure

Program Management Office

Facilities Management and Engineering

BlackBerry: (b) (6), (b) (7)(C)

Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.

From: (b) (6), (b) (7)(C)

Sent: Thursday, February 04, 2016 1:19 PM

To: (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C)

Subject: RE: Data Request

That works, thanks.

From: (b) (6), (b) (7)(C)

Sent: Thursday, February 04, 2016 12:49 PM

To: (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C)

Subject: RE: Data Request

Hi (b) (6), (b) (7)(C)

Just to provide an update, we are currently working to get the data requested below compiled for you. If it is okay, we would like to send both the data requested and financial piece to you on the 12th.

Please let us know if that will work. Thanks so much!

(b) (6), (b) (7)(C)

Tasking Coordinator, Business Operations Division

Border Patrol Facilities and Tactical Infrastructure

Program Management Office

Facilities Management and Engineering

BlackBerry: (b) (6), (b) (7)(C)

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From: (b) (6), (b) (7)(C)

Sent: Monday, February 01, 2016 3:52 PM

To: (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C)

Subject: RE: Data Request

(b) (6), (b) (7)(C)

Thank you so much for your assistance. Yes, the 12th will work.

(b) (6), (b) (7)(C)

From: (b) (6), (b) (7)(C)

Sent: Monday, February 01, 2016 3:34 PM

To: (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C)

Subject: RE: Data Request

Sounds good, we will work this as quickly as possible. Thank you so much!

(b) (6), (b) (7)(C)

Tasking Coordinator, Business Operations Division

Border Patrol Facilities and Tactical Infrastructure
Program Management Office
Facilities Management and Engineering
BlackBerry: (b) (6), (b) (7)(C)

Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.

From: (b) (6), (b) (7)(C)
Sent: Monday, February 01, 2016 3:23 PM
To: (b) (6), (b) (7)(C)
Cc: (b) (6), (b) (7)(C)
Subject: RE: Data Request

(b) (6), (b) (7)(C)

Good afternoon. I do not want to speak on behalf of IDA, however, if that is the soonest you can develop the information than I presume they will be ok with it.

Thanks.

(b) (6), (b) (7)(C)
Assistant Chief
Strategic Planning and Analysis Directorate

(b) (6), (b) (7)(C)

From: (b) (6), (b) (7)(C)
Sent: Monday, February 01, 2016 3:18 PM
To: (b) (6), (b) (7)(C)
Cc: (b) (6), (b) (7)(C)
Subject: FW: Data Request

Hi All,

Just wanted to loop back to ensure the 12th will work for the financial piece?

Thanks so much, and please let me know!

(b) (6), (b) (7)(C)
Tasking Coordinator, Business Operations Division
Border Patrol Facilities and Tactical Infrastructure
Program Management Office
Facilities Management and Engineering
BlackBerry: (b) (6), (b) (7)(C)
Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.

From: (b) (6), (b) (7)(C)

Sent: Monday, January 25, 2016 10:47 AM

To: (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C)

Subject: FW: Data Request

Hi (b) (6), (b) (7)(C)

I wanted to loop back on the following request. We are working this currently, but anticipate needing until COB 2/12 to complete the financials piece.

Thanks so much, and please let me know if you have any questions or concerns.

(b) (6), (b) (7)(C)

Tasking Coordinator, Business Operations Division

Border Patrol Facilities and Tactical Infrastructure

Program Management Office

Facilities Management and Engineering

BlackBerry: (b) (6), (b) (7)(C)

Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.

From: (b) (6), (b) (7)(C)

Sent: Friday, January 22, 2016 1:07 AM

To: (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C)

Subject: RE: Data Request

(b) (6), (b) (7)(C)

Thanks for your help. You suggested that (b) (6), (b) (7)(C) might be able to help us with FM&E costs. I've attached a list of cost questions about FM&E and we'd be happy to meet to discuss them further. Could you forward this to (b) (6), (b) (7)(C)

Thanks,

(b) (6), (b) (7)(C)

From: (b) (6), (b) (7)(C)

Sent: Friday, January 15, 2016 11:31 AM

To: (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C)

Subject: Data Request

(b) (6), (b) (7)(C)

Good talking to you this morning. We would like any updates to the data you provided to us on facilities, fencing, lighting, and towers. These data were provided to us by you through (b) (6), (b) (7)(C) of PA&E. We received two files – a Jan 20, 2015 email from (b) (6), (b) (7)(C) with data on each of the items above and a Feb 11, 2015 email from you, (b) (6), (b) (7)(C) with additional data on towers. In addition,

we currently have data on miles of roads by sector and year from Border Patrol. If is easy, we would like any additional detailed you have on road construction. We would like data on the construction date, the miles of roads, and the location the roads are built (e.g. border patrol station or zone).

We will follow up with a separate data requests on the costs.

I've attached a copy of our TOR. I've also attached a one paragraph overview below.

You can provide the data to us through or USBP POC (b) (6), (b) (7)(C) cced on this email.

Please let us know if you have any additional questions.

Thanks,

(b) (6), (b) (7)(C)

Preventing illegal entry into the United States is Goal 2.1 of DHS's Strategic Plan. For undocumented migrants, DHS reduces illegal entry by deterring prospective migrants and apprehending those who attempt entry. DHS leverages a host of different resources, including manpower, technology, and tactical infrastructure to produce apprehensions and imposition of consequences on illegal migrants to produce deterrence. Changes in the economic, political, and demographic environments, both in the U.S. and source countries, also influence the level of illegal entry. Therefore, to evaluate the contribution of resource investments to illegal entry outcomes, we must isolate the effects of factors that DHS can influence (e.g., manpower, technology, infrastructure, consequences) from those that they cannot (e.g., economic, political, and demographic factors). Ultimately, DHS must choose the mix of resources that best produce its goal of preventing illegal entry. The purpose of this study is to estimate that optimal resource mix to inform the Department's future investments.

Location (State, Sector, Station)	Vehicle Fence	Primary Pedestrian Fence	Secondary Pedestrian Fence	Tertiary Pedestrian Fence	Grand Total
Arizona	183.2	123.7	9.2	8.3	324.5
Tucson	139.4	71.8	0.3	0.0	211.6
(b) (7)(E)					
Yuma	43.8	51.9	8.9	8.3	112.9
(b) (7)(E)					
California	15.3	100.8	13.5	2.0	131.5
El Centro	14.9	44.0	0.0	0.0	58.9
(b) (7)(E)					
San Diego	0.4	45.9	13.5	2.0	61.7
(b) (7)(E)					
Yuma	0.0	10.9	0.0	0.0	10.9
(b) (7)(E)					
New Mexico	101.3	14.3	0.0	0.0	115.6
El Paso	101.3	14.3	0.0	0.0	115.6
(b) (7)(E)					
Texas	0.2	115.2	13.4	4.0	132.8
Big Bend	0.2	4.6	0.0	0.0	4.8
(b) (7)(E)					
Del Rio	0.0	4.0	0.0	0.0	4.0
(b) (7)(E)					
El Paso	0.0	50.4	13.4	4.0	67.9
(b) (7)(E)					
Laredo	0.0	1.2	0.0	0.0	1.2

	(b) (7)(E)				
Rio Grande Valley	0.0	54.9	0.0	0.0	54.9
	(b) (7)(E)				
Grand Total	299.9	354.0	36.2	14.3	704.4

Fence Replacement Projects - replacing legacy fence with PV1 (bollard); no increase in total mileage

(b) (7)(E)	underway
	underway
	completed

From: (b) (6), (b) (7)(C)
To: (b) (6), (b) (7)(C)
Subject: FW: FY18 Border Wall Projects
Date: Tuesday, May 09, 2017 4:02:21 PM

(b) (6), (b) (7)(C)
Director, Business Operations Division (Acting)
Border Patrol & Air and Marine Program Management Office
Facilities Management and Engineering
Office of Facilities and Asset Management
Mobile: (b) (6), (b) (7)(C)

From: (b) (6), (b) (7)(C)
Sent: Tuesday, May 09, 2017 3:48 PM
To: (b) (6), (b) (7)(C)
Cc: (b) (6), (b) (7)(C)
Subject: FW: FY18 Border Wall Projects

Sorry, (b) (6), (b) (7)(C) – crazy day. Is this what you are looking for?

I haven't read it yet...

(b) (6), (b) (7)(C)
Director, Business Operations Division (Acting)
Border Patrol & Air and Marine Program Management Office
Facilities Management and Engineering
Office of Facilities and Asset Management
Mobile: (b) (6), (b) (7)(C)

From: (b) (6), (b) (7)(C)
Sent: Tuesday, May 09, 2017 8:56 AM
To: (b) (6), (b) (7)(C)
Cc: (b) (6), (b) (7)(C)
Subject: FW: FY18 Border Wall Projects

FYSA

(b) (6), (b) (7)(C)

From: (b) (6), (b) (7)(C)
Sent: Tuesday, May 9, 2017 8:52 AM
To: CALVO, KARL H. (b) (6), (b) (7)(C)
Cc: (b) (6), (b) (7)(C)
Subject: FW: FY18 Border Wall Projects

(b) (6), (b) (7)(C) – Below please find a summary of our discussion with OMB yesterday as well as the new settlement that they would prefer as a result of that discussion.

- CBP put forward the following re-settlement option based on (b) (6), (b) (7)(C) guidance in the email below, sent Thursday 5/4.

(b) (5)

(b) (5)

(b) (6), (b) (7)(C)

[REDACTED]

From: (b) (6) EOP/OMB (b) (6) [REDACTED] [\[REDACTED\]@omb.eop.gov](mailto:[REDACTED]@omb.eop.gov)]

Sent: Monday, May 8, 2017 9:59 PM

To: (b) (6), (b) (7)(C) [REDACTED]

Cc: (b) (6), (b) (7)(C) [REDACTED]

[REDACTED]

[REDACTED] (b) (6) EOP/OMB
(b) (6) [\[REDACTED\]@omb.eop.gov](mailto:[REDACTED]@omb.eop.gov); (b) (6) [\[REDACTED\]@hq.dhs.gov](mailto:[REDACTED]@hq.dhs.gov); (b) (6) [\[REDACTED\]@HQ.DHS.GOV](mailto:[REDACTED]@HQ.DHS.GOV)>

Subject: RE: FY18 Border Wall Projects

All,

Our leadership concurred with the option to request funds for the SD secondary barrier as wall system, consistent with the FY17 Budget Amendment, and take the difference from the RGV non-fleevy project. We're comfortable with your proposal to allocate all FY18 border barrier funding to new construction given the FY17 appropriations provided for replacement fence.

I'm adding (b) (6) for their awareness. (b) (6) – let me know if you think the Department will have a problem with

the re-rack. I apologize for not looping you in earlier today.

Thanks all,

(b) (6)

From: (b) (6), (b) (7)(C)
Sent: Monday, May 8, 2017 9:21 AM
To: (b) (6) EOP/OMB (b) (6) <[@omb.eop.gov](mailto:(b) (6)@omb.eop.gov)>
Cc: (b) (6), (b) (7)(C); CALVO, KARL H. (b) (6), (b) (7)(C)
>
Subject: RE: FY18 Border Wall Projects

(b) (5)

Please let me know if you have questions or concerns on the re-rack, we'd be happy to jump on a call to discuss.

Best,

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

From: (b) (6)
Sent: Thursday, May 4, 2017 3:15 PM
To: VITIELLO, RONALD D (USBP) (b) (6), (b) (7)(C); KOLBE, KATHRYN (b) (6), (b) (7)(C) >; PROVOST, CARLA (USBP) (b) (6), (b) (7)(C); CALVO, KARL H. (b) (6), (b) (7)(C); MILDREW, SEAN (b) (6), (b) (7)(C) (b) (6) <[@hq.dhs.gov](mailto:(b) (6)@hq.dhs.gov)> (b) (6) <[@hq.dhs.gov](mailto:(b) (6)@hq.dhs.gov)>
Cc: (b) (6), (b) (7)(C); FLANAGAN, PATRICK S (b) (6), (b) (7)(C); (b) (6)

(b) (6) @HQ.DHS.GOV>; (b) (6), (b) (7)(C)
(b) (6) EOP/OMB
(b) (6) @omb.eop.gov>; (b) (6) EOP/OMB (b) (6) @omb.eop.gov>; (b) (6), (b) (7)(C)
(b) (6)

Subject: FY18 Border Wall Projects

Importance: High

DHS and CBP colleagues,

(b) (5)

I am eagerly awaiting your CJs and will make a note of this when I receive PC&I today or tomorrow. We can add the new narrative when you respond to OMB comments early next week.

Let me know if you'd like to discuss further – I'm available for a call this afternoon after 4:30 or anytime tomorrow.

Thanks,

(b) (6)

(b) (6)
Office of Management and Budget

(b) (6)

From: (b) (6), (b) (7)(C)
To: (b) (6), (b) (7)(C)
Cc: (b) (6), (b) (7)(C)
Subject: FW: For your Review - FM&E Data Request
Date: Thursday, June 01, 2017 11:25:41 AM
Attachments: [CFM Infrastructure Tasker Update 05122017 v3.xlsx](#)

(b) (6), (b) (7)(C) – Following up on this. Can you take a look please now that you are back?

(b) (6), (b) (7)(C)

Director, Business Operations Division
Border Patrol & Air and Marine Program Management Office
Facilities Management and Engineering
Office of Facilities and Asset Management
Mobile: (b) (6), (b) (7)(C)

From: (b) (6), (b) (7)(C)
Sent: Monday, May 15, 2017 1:24 PM
To: (b) (6), (b) (7)(C)
Cc: (b) (6), (b) (7)(C)
Subject: For your Review - FM&E Data Request

Hi (b) (6), (b) (7)(C)

Attached for your review, please find BPAM's response to the following data request. It is my understanding that (b) (6), (b) (7)(C) wanted to see this before it was submitted?

Are you and/or (b) (6), (b) (7)(C) able to take a look at this by COB tomorrow?

Thanks in advance, and please let me know.

(b) (6), (b) (7)(C)

Branch Chief (A), Communications and Workforce Strategy
Border Patrol & Air and Marine (BPAM)
Program Management Office
Facilities Management & Engineering
Mobile: (b) (6), (b) (7)(C)
(b) (6), (b) (7)(C)

From: (b) (6)
Sent: Thursday, May 04, 2017 11:39 AM
To: (b) (6), (b) (7)(C); (b) (6)
Cc: (b) (6), (b) (7)(C); (b) (6)
Subject: RE: FM&E Data Request

Hi (b) (6), (b) (7)(C)

Good morning to you too!

We would like disaggregate data across time. For example, if one RVSS tower was installed in Rio Grande City Station and then 6 months later another RVSS tower was installed in Rio Grande City Station, we'd like to distinguish between these towers by date. Geographically, aggregating by the USBP station level is enough resolution for our analysis.

Thanks for pulling these data for us. We'd be happy to discuss any of this on the phone if that's easier.

Thanks,

(b) (6)

From: (b) (6), (b) (7)(C)

Sent: Thursday, May 04, 2017 9:48 AM

To: (b) (6) <[@hq.dhs.gov](mailto:(b) (6)@hq.dhs.gov)>

Cc: (b) (6), (b) (7)(C)

(b) (6) (b) (6)

(b) (6) <[@hq.dhs.gov](mailto:(b) (6)@hq.dhs.gov)>; (b) (6)

Subject: FW: FM&E Data Request

Good morning (b) (6) –

We received your request and are working on pulling together what you need. To be clear, we are pulling any updates to fencing, lighting, and towers. Do you need that broken out by state, in addition to sector and station as well or just aggregate numbers?

We are targeting submitting this information to you by Monday, May 22.

We look forward to hearing from you.

Regards,

(b) (6)

(b) (6), (b) (7)(C)

Director, Business Operations Division (Acting)
Border Patrol & Air and Marine Program Management Office
Facilities Management and Engineering
Office of Facilities and Asset Management
Mobile: (b) (6), (b) (7)(C)

From: (b) (6)

Sent: Monday, May 1, 2017 2:37 PM

To: (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

(b) (6) (b) (6)

@hq.dhs.gov>; (b) (6), (b) (7)(C)

Subject: FW: FM&E Data Request

Hi (b) (6), (b) (7)(C)

I'm contacting you regarding an update for a previous data request. The motivation for this request is Section 4(d) in the Executive Order on Border Security and Immigration Enforcement Improvements. Section 4(d) requires a comprehensive study of the security of the southern border. DHS must submit this report to the President on July 24th.

My office, DHS PA&E is leading this effort, and the Institute for Defense Analyses (IDA) is supporting our efforts. We are requesting these data for IDA to update and continue their analysis of behind-the-border deterrence and sector level estimates for this report.

We would like any updates to the data you provided in the past on facilities, fencing, lighting, and towers. These data were provided to IDA by you through my former colleague, (b) (6), (b) (7)(C) of PA&E. The initial request included two files – a Jan 20, 2015 email from (b) (6), (b) (7)(C) with data on each of the items above and a Feb 11, 2015 email from (b) (6), (b) (7)(C) with additional data on towers. On February 18, 2016, an updated file was provided to IDA through USBP POC (b) (6), (b) (7)(C).

We would like to request any updates by USBP station for fencing, lighting, and towers. These data can be provided to IDA through PA&E.

Please let us know if you have any additional questions.

Thank you,

(b) (6)

From: (b) (6), (b) (7)(C)

Sent: Thursday, February 18, 2016 3:57 PM

To: (b) (6) (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

(b) (6)

Subject: RE: Data Request

Hi (b) (6), (b) (7)(C)

Please see attached for the data and financials as requested. Thanks so much, and please let me know if you have any questions!

(b) (6), (b) (7)(C)

Tasking Coordinator, Business Operations Division
Border Patrol Facilities and Tactical Infrastructure
Program Management Office

Facilities Management and Engineering

BlackBerry: (b) (6), (b) (7)(C)

Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.

From: (b) (6)

Sent: Thursday, February 04, 2016 1:19 PM

To: (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C); (b) (6)

Subject: RE: Data Request

That works, thanks.

From: (b) (6), (b) (7)(C)

Sent: Thursday, February 04, 2016 12:49 PM

To: (b) (6); (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C)

Subject: RE: Data Request

Hi (b) (6), (b) (7)(C)

Just to provide an update, we are currently working to get the data requested below compiled for you. If it is okay, we would like to send both the data requested and financial piece to you on the 12th.

Please let us know if that will work. Thanks so much!

(b) (6), (b) (7)(C)

Tasking Coordinator, Business Operations Division
Border Patrol Facilities and Tactical Infrastructure
Program Management Office

Facilities Management and Engineering

BlackBerry: (b) (6), (b) (7)(C)

Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.

From: (b) (6)

Sent: Monday, February 01, 2016 3:52 PM

To: (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C); (b) (6)

Subject: RE: Data Request

(b) (6), (b) (7)(C)

Thank you so much for your assistance. Yes, the 12th will work.

(b) (6), (b) (7)(C)

From: (b) (6), (b) (7)(C)

Sent: Monday, February 01, 2016 3:34 PM

To: (b) (6), (b) (7)(C)

(b) (6)

Cc: (b) (6), (b) (7)(C)

Subject: RE: Data Request

Sounds good, we will work this as quickly as possible. Thank you so much!

(b) (6), (b) (7)(C)

Tasking Coordinator, Business Operations Division

Border Patrol Facilities and Tactical Infrastructure

Program Management Office

Facilities Management and Engineering

BlackBerry: (b) (6), (b) (7)(C)

Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.

From: (b) (6), (b) (7)(C)

Sent: Monday, February 01, 2016 3:23 PM

To: (b) (6), (b) (7)(C); (b) (6)

Cc: (b) (6), (b) (7)(C)

Subject: RE: Data Request

Ms. (b) (6), (b) (7)(C)

Good afternoon. I do not want to speak on behalf of IDA, however, if that is the soonest you can develop the information than I presume they will be ok with it.

Thanks.

(b) (6), (b) (7)(C)

Assistant Chief

Strategic Planning and Analysis Directorate

O: (b) (6), (b) (7)(C)

C: (b) (6), (b) (7)(C)

From: (b) (6), (b) (7)(C)

Sent: Monday, February 01, 2016 3:18 PM

To: (b) (6); (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C)

Subject: FW: Data Request

Hi All,

Just wanted to loop back to ensure the 12th will work for the financial piece?

Thanks so much, and please let me know!

(b) (6), (b) (7)(C)

Tasking Coordinator, Business Operations Division

Border Patrol Facilities and Tactical Infrastructure

Program Management Office

Facilities Management and Engineering

BlackBerry: (b) (6), (b) (7)(C)

Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.

From: (b) (6), (b) (7)(C)

Sent: Monday, January 25, 2016 10:47 AM

To: (b) (6)

Cc: (b) (6), (b) (7)(C)

Subject: FW: Data Request

Hi (b) (6), (b) (7)(C)

I wanted to loop back on the following request. We are working this currently, but anticipate needing until COB 2/12 to complete the financials piece.

Thanks so much, and please let me know if you have any questions or concerns.

(b) (6), (b) (7)(C)

Tasking Coordinator, Business Operations Division

Border Patrol Facilities and Tactical Infrastructure

Program Management Office

Facilities Management and Engineering

BlackBerry: (b) (6), (b) (7)(C)

Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.

From: (b) (6)

Sent: Friday, January 22, 2016 1:07 AM

To: (b) (6), (b) (7)(C)

Cc: (b) (6); (b) (6), (b) (7)(C)

Subject: RE: Data Request

(b) (6), (b) (7)(C)

Thanks for your help. You suggested that (b) (6), (b) (7)(C) might be able to help us with FM&E costs. I've attached a list of cost questions about FM&E and we'd be happy to meet to discuss them further. Could you forward this to (b) (6), (b) (7)(C)

Thanks,

(b)

From: (b) (6)

Sent: Friday, January 15, 2016 11:31 AM

To: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C) >; (b) (6)

(b) (6), (b) (7)(C)

Subject: Data Request

(b) (6), (b) (7)(C)

Good talking to you this morning. We would like any updates to the data you provided to us on facilities, fencing, lighting, and towers. These data were provided to us by you through (b) (6), (b) (7)(C) of PA&E. We received two files – a Jan 20, 2015 email from (b) (6), (b) (7)(C) with data on each of the items above and a Feb 11, 2015 email from you, (b) (6), (b) (7)(C) with additional data on towers. In addition, we currently have data on miles of roads by sector and year from Border Patrol. If is easy, we would like any additional detailed you have on road construction. We would like data on the construction date, the miles of roads, and the location the roads are built (e.g. border patrol station or zone).

We will follow up with a separate data requests on the costs.

I've attached a copy of our TOR. I've also attached a one paragraph overview below.

You can provide the data to us through or USBP POC (b) (6), (b) (7)(C) cced on this email.

Please let us know if you have any additional questions.

Thanks,

(b)

Preventing illegal entry into the United States is Goal 2.1 of DHS's Strategic Plan. For undocumented migrants, DHS reduces illegal entry by deterring prospective migrants and apprehending those who attempt entry. DHS leverages a host of different resources, including manpower, technology, and tactical infrastructure to produce apprehensions and imposition of consequences on illegal migrants to produce deterrence. Changes in the economic, political, and demographic environments, both in the U.S. and source countries, also influence the level of illegal entry. Therefore, to evaluate the contribution of resource investments to illegal entry outcomes, we must isolate the effects of factors that DHS can influence (e.g., manpower, technology, infrastructure, consequences) from those that they cannot (e.g., economic, political, and demographic factors). Ultimately, DHS must choose the mix of resources that best produce its goal of preventing illegal entry. The purpose of this study is to estimate that optimal resource mix to inform the Department's future investments.

Location (State, Sector, Station)	Vehicle Fence	Primary Pedestrian Fence	Secondary Pedestrian Fence	Tertiary Pedestrian Fence	Grand Total
Arizona	183.2	123.7	9.2	8.3	324.5
Tucson	139.4	71.8	0.3	0.0	211.6
(b) (7)(E)					
Yuma	43.8	51.9	8.9	8.3	112.9
(b) (7)(E)					
California	15.3	100.8	13.5	2.0	131.5
El Centro	14.9	44.0	0.0	0.0	58.9
(b) (7)(E)					
San Diego	0.4	45.9	13.5	2.0	61.7
(b) (7)(E)					
Yuma	0.0	10.9	0.0	0.0	10.9
(b) (7)(E)					
New Mexico	101.3	14.3	0.0	0.0	115.6
El Paso	101.3	14.3	0.0	0.0	115.6
(b) (7)(E)					
Texas	0.2	115.2	13.4	4.0	132.8
Big Bend	0.2	4.6	0.0	0.0	4.8
(b) (7)(E)					
Del Rio	0.0	4.0	0.0	0.0	4.0
(b) (7)(E)					
El Paso	0.0	50.4	13.4	4.0	67.9
(b) (7)(E)					
Laredo	0.0	1.2	0.0	0.0	1.2

(b) (7)(E)					
Rio Grande Valley	0.0	54.9	0.0	0.0	54.9
(b) (7)(E)					
Grand Total	299.9	354.0	36.2	14.3	704.4

Fence Replacement Projects - replacing legacy fence with PV1 (bollard); no increase in total mileage

(b) (7)(E)	underway
	underway
	completed

From: (b) (6), (b) (7)(C)
To: (b) (6), (b) (7)(C)
Subject: FW: Quick turn - TPs
Date: Tuesday, March 28, 2017 2:15:33 PM

FYI -

-----Original Message-----

From: (b) (6), (b) (7)(C)
Sent: Tuesday, March 28, 2017 1:40 PM
To: (b) (6), (b) (7)(C)

Subject: FW: Quick turn - TPs

All - There was a request to clear some quick turn TPs from OMB this morning. Below is what went forward for your information/visibility.

-----Original Message-----

From: (b) (6) EOP/OMB (b) (6) [@omb.eop.gov](mailto:(b) (6)@omb.eop.gov)
Sent: Tuesday, March 28, 2017 11:57 AM
To: (b) (6), (b) (7)(C)
Cc: CALVO, KARL H. (b) (6), (b) (7)(C)

Subject: Re: Quick turn - TPs

Thanks. ETA? (b) (6) just asked me to send my draft forward but I'd rather have your input.

(b) (6)
Office of Management and Budget
(b) (6), (b) (7)(C)

On Mar 28, 2017, at 11:25 AM, (b) (6), (b) (7)(C) >> wrote:

(b) (6) - We're working this through the chain, we'll get back to you ASAP.

(b) (6), (b) (7)(C)

From: (b) (6) EOP/OMB (b) (6) [@omb.eop.gov](mailto:(b) (6)@omb.eop.gov)
Sent: Tuesday, March 28, 2017 10:41 AM
To: CALVO, KARL H. (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C)

Subject: Quick turn - TPs

Hi team,

If you are available, could you take a quick look at the talking points below we drafted in response to the CNN story and correct anything I have wrong? Add others if needed.

Also, as always, it is very helpful if you can share any press guidance you have prepared on this issue so we don't reinvent the wheel.

Thank you!

(b) (5)

(b) (6)

Office of Management and Budget

(b) (6) @omb.eop.gov (b) (6) [@omb.eop.gov](mailto:(b) (6)@omb.eop.gov)>

From: (b) (6), (b) (7)(C)
To: (b) (6), (b) (7)(C)
Subject: FW: Congressional Notification
Date: Monday, May 01, 2017 8:42:18 PM
Attachments: (b) (5)

Here's the notification – it was for 36M, but we only received 20.....
So it's hard to say what funding we received.

From: (b) (6), (b) (7)(C)
Sent: Tuesday, February 21, 2017 7:47 AM
To: (b) (6), (b) (7)(C)
Subject: FW: Congressional Notification

From: (b) (6), (b) (7)(C)
To: (b) (6), (b) (7)(C)
Subject: RE: URGENT: OMB Comments on FY 2017 DHS Budget Amendment
Date: Thursday, May 04, 2017 6:40:15 AM

Ha! I wrote it, (b) (6), (b) (7)(C) cleared it. Love it.

From: (b) (6), (b) (7)(C)
Sent: Thursday, May 04, 2017 10:56:44 AM
To: (b) (6), (b) (7)(C)
Subject: FW: URGENT: OMB Comments on FY 2017 DHS Budget Amendment

Ok – well this explains it! We should all be fired.

(b) (6), (b) (7)(C)
Director, Business Operations Division (Acting)
Border Patrol & Air and Marine Program Management Office
Facilities Management and Engineering
Office of Facilities and Asset Management
Mobile: (b) (6), (b) (7)(C)

From: (b) (6), (b) (7)(C)
Sent: Thursday, March 16, 2017 5:57 AM
To: (b) (6), (b) (7)(C)
(b) (6), (b) (7)(C)
Cc: (b) (6), (b) (7)(C)
Subject: RE: URGENT: OMB Comments on FY 2017 DHS Budget Amendment

(b) (6), (b) (7)(C) – Attached is the updated CJ with the language that (b) (6), (b) (7)(C) is looking for. For ease, I'm spelling out her specific questions here. If you're okay with the language, just reply and (b) (6), (b) (7)(C) can move this document back to budget. We have a HARD deadline of 8AM.

(b) (5)

Page 14: Ops Support

Page 20-22: USBP

Page 34-35: USBP

Page 37: OFAM

I apologize again, but these questions must be adjudicated and returned to me **NLT 8 AM tomorrow morning**. This is a hard deadline—we have zero flexibility on this. Please let me know if you have any questions.

Thank you,

(b) (6), (b) (7)(C)

Management & Program Analyst
Office of Finance, Budget

1331 Pennsylvania Avenue NW
Suite 1555N
Washington, DC 20229

From: (b) (6), (b) (7)(C)
To: (b) (6), (b) (7)(C)
Subject: RE: For your Review - FM&E Data Request
Date: Thursday, June 01, 2017 11:39:51 AM

Will do, thank you!

(b) (6), (b) (7)(C)
Branch Chief (A), Communications and Workforce Strategy
Border Patrol & Air and Marine (BPAM)
Program Management Office
Facilities Management & Engineering
Mobile: (b) (6), (b) (7)(C)
[REDACTED]

From: (b) (6), (b) (7)(C)
Sent: Thursday, June 01, 2017 11:39 AM
To: (b) (6), (b) (7)(C)
Cc: (b) (6), (b) (7)(C)
Subject: RE: For your Review - FM&E Data Request

Thank you – (b) (6), (b) (7)(C) – please pass along

(b) (6), (b) (7)(C)
Director, Business Operations Division
Border Patrol & Air and Marine Program Management Office
Facilities Management and Engineering
Office of Facilities and Asset Management
Mobile: (b) (6), (b) (7)(C)

From: (b) (6), (b) (7)(C)
Sent: Thursday, June 01, 2017 11:38 AM
To: (b) (6), (b) (7)(C)
Cc: (b) (6), (b) (7)(C)
Subject: RE: For your Review - FM&E Data Request

I could have sworn I cleared this before I left. It looks fine.

(b) (6), (b) (7)(C)
[REDACTED]

From: (b) (6), (b) (7)(C)
Sent: Thursday, June 1, 2017 11:26 AM
To: (b) (6), (b) (7)(C)
Cc: (b) (6), (b) (7)(C)

Subject: FW: For your Review - FM&E Data Request

(b) (6), (b) (7)(C) – Following up on this. Can you take a look please now that you are back?

(b) (6), (b) (7)(C)

Director, Business Operations Division
Border Patrol & Air and Marine Program Management Office
Facilities Management and Engineering
Office of Facilities and Asset Management
Mobile: (b) (6), (b) (7)(C)

From: (b) (6), (b) (7)(C)
Sent: Monday, May 15, 2017 1:24 PM
To: (b) (6), (b) (7)(C)
Cc: (b) (6), (b) (7)(C)
Subject: For your Review - FM&E Data Request

Hi (b) (6), (b) (7)(C)

Attached for your review, please find BPAM's response to the following data request. It is my understanding that Karl wanted to see this before it was submitted?

Are you and/or Karl able to take a look at this by COB tomorrow?

Thanks in advance, and please let me know.

(b) (6), (b) (7)(C)

Branch Chief (A), Communications and Workforce Strategy
Border Patrol & Air and Marine (BPAM)
Program Management Office
Facilities Management & Engineering
Mobile: (b) (6), (b) (7)(C)

From: (b) (6), (b) (7)(C)
Sent: Thursday, May 04, 2017 11:39 AM
To: (b) (6), (b) (7)(C)
Cc: (b) (6), (b) (7)(C)
Subject: RE: FM&E Data Request

Hi (b) (6), (b) (7)(C)

Good morning to you too!

We would like disaggregate data across time. For example, if one RVSS tower was installed in Rio Grande City Station and then 6 months later another RVSS tower was installed in Rio Grande City Station, we'd like to distinguish between these towers by date. Geographically, aggregating by the USBP station level is enough resolution for our analysis.

Thanks for pulling these data for us. We'd be happy to discuss any of this on the phone if that's easier.

Thanks,

(b) (6)

From: (b) (6), (b) (7)(C)

Sent: Thursday, May 04, 2017 9:48 AM

To: (b) (6) <[@hq.dhs.gov](mailto:(b) (6)@hq.dhs.gov)>

Cc: (b) (6), (b) (7)(C)

(b) (6)

(b) (6) <[@hq.dhs.gov](mailto:(b) (6)@hq.dhs.gov)>; (b) (6), (b) (7)(C)

Subject: FW: FM&E Data Request

Good morning (b) (6) –

We received your request and are working on pulling together what you need. To be clear, we are pulling any updates to fencing, lighting, and towers. Do you need that broken out by state, in addition to sector and station as well or just aggregate numbers?

We are targeting submitting this information to you by Monday, May 22.

We look forward to hearing from you.

Regards,

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

Director, Business Operations Division (Acting)
Border Patrol & Air and Marine Program Management Office
Facilities Management and Engineering
Office of Facilities and Asset Management
Mobile: (b) (6), (b) (7)(C)

From: (b) (6)

Sent: Monday, May 1, 2017 2:37 PM

To: (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C)

(b) (6)

(b) (6), (b) (7)(C) (b) (6)
@hq.dhs.gov> (b) (6), (b) (7)(C)

Subject: FW: FM&E Data Request

Hi (b) (6), (b) (7)(C)

I'm contacting you regarding an update for a previous data request. The motivation for this request is Section 4(d) in the Executive Order on Border Security and Immigration Enforcement Improvements. Section 4(d) requires a comprehensive study of the security of the southern border. DHS must submit this report to the President on July 24th.

My office, DHS PA&E is leading this effort, and the Institute for Defense Analyses (IDA) is supporting our efforts. We are requesting these data for IDA to update and continue their analysis of behind-the-border deterrence and sector level estimates for this report.

We would like any updates to the data you provided in the past on facilities, fencing, lighting, and towers. These data were provided to IDA by you through my former colleague, (b) (6) of PA&E. The initial request included two files – a Jan 20, 2015 email from (b) (6), (b) (7)(C) with data on each of the items above and a Feb 11, 2015 email from (b) (6), (b) (7)(C) with additional data on towers. On February 18, 2016, an updated file was provided to IDA through USBP POC (b) (6), (b) (7)(C).

We would like to request any updates by USBP station for fencing, lighting, and towers. These data can be provided to IDA through PA&E.

Please let us know if you have any additional questions.

Thank you,

(b) (6), (b) (7)(C)

From: (b) (6), (b) (7)(C)
Sent: Thursday, February 18, 2016 3:57 PM
To: (b) (6), (b) (7)(C)
Cc: (b) (6), (b) (7)(C)
(b) (6), (b) (7)(C)
(b) (6), (b) (7)(C)
Subject: RE: Data Request

Hi (b) (6), (b) (7)(C)

Please see attached for the data and financials as requested. Thanks so much, and please let me know if you have any questions!

(b) (6), (b) (7)(C)

Tasking Coordinator, Business Operations Division
Border Patrol Facilities and Tactical Infrastructure

Program Management Office

Facilities Management and Engineering

BlackBerry: (b) (6), (b) (7)(C)

Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.

From: (b) (6), (b) (7)(C)
Sent: Thursday, February 04, 2016 1:19 PM
To: (b) (6), (b) (7)(C)
Cc: (b) (6), (b) (7)(C)
Subject: RE: Data Request

That works, thanks.

From: (b) (6), (b) (7)(C)
Sent: Thursday, February 04, 2016 12:49 PM
To: (b) (6), (b) (7)(C)
Cc: (b) (6), (b) (7)(C)
[Redacted]
[Redacted]
Subject: RE: Data Request

Hi (b) (6), (b) (7)(C)

Just to provide an update, we are currently working to get the data requested below compiled for you. If it is okay, we would like to send both the data requested and financial piece to you on the 12th.

Please let us know if that will work. Thanks so much!

(b) (6), (b) (7)(C)

Tasking Coordinator, Business Operations Division

Border Patrol Facilities and Tactical Infrastructure

Program Management Office

Facilities Management and Engineering

BlackBerry: (b) (6), (b) (7)(C)

Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.

From: (b) (6), (b) (7)(C)
Sent: Monday, February 01, 2016 3:52 PM
To: (b) (6), (b) (7)(C)
Cc: (b) (6), (b) (7)(C)
Subject: RE: Data Request

(b) (6), (b) (7)(C)

Thank you so much for your assistance. Yes, the 12th will work.

(b) (6), (b) (7)(C)

From: (b) (6), (b) (7)(C)

Sent: Monday, February 01, 2016 3:34 PM

To: (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C)

Subject: RE: Data Request

Sounds good, we will work this as quickly as possible. Thank you so much!

(b) (6), (b) (7)(C)

Tasking Coordinator, Business Operations Division
Border Patrol Facilities and Tactical Infrastructure
Program Management Office
Facilities Management and Engineering

BlackBerry: (b) (6), (b) (7)(C)

Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.

From: (b) (6), (b) (7)(C)

Sent: Monday, February 01, 2016 3:23 PM

To: (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C)

Subject: RE: Data Request

Ms. (b) (6), (b) (7)(C)

Good afternoon. I do not want to speak on behalf of IDA, however, if that is the soonest you can develop the information than I presume they will be ok with it.

Thanks.

(b) (6), (b) (7)(C)

Assistant Chief
Strategic Planning and Analysis Directorate

(b) (6), (b) (7)(C)

From: (b) (6), (b) (7)(C)

Sent: Monday, February 01, 2016 3:18 PM

To: (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C)

Subject: FW: Data Request

Hi All,

th

Just wanted to loop back to ensure the 12 will work for the financial piece?

Thanks so much, and please let me know!

(b) (6), (b) (7)(C)

Tasking Coordinator, Business Operations Division
Border Patrol Facilities and Tactical Infrastructure
Program Management Office
Facilities Management and Engineering
BlackBerry: (b) (6), (b) (7)(C)

Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.

From: (b) (6), (b) (7)(C)
Sent: Monday, January 25, 2016 10:47 AM
To: (b) (6), (b) (7)(C)
Cc: YOD (b) (6), (b) (7)(C)
Subject: FW: Data Request

Hi (b) (6), (b) (7)(C)

I wanted to loop back on the following request. We are working this currently, but anticipate needing until COB 2/12 to complete the financials piece.

Thanks so much, and please let me know if you have any questions or concerns.

(b) (6), (b) (7)(C)

Tasking Coordinator, Business Operations Division
Border Patrol Facilities and Tactical Infrastructure
Program Management Office
Facilities Management and Engineering
BlackBerry: (b) (6), (b) (7)(C)

Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.

From: (b) (6), (b) (7)(C)
Sent: Friday, January 22, 2016 1:07 AM
To: (b) (6), (b) (7)(C)
Cc: (b) (6), (b) (7)(C)
Subject: RE: Data Request

(b) (6), (b) (7)(C)

Thanks for your help. You suggested that (b) (6), (b) (7)(C) might be able to help us with FM&E costs. I've attached a list of cost questions about FM&E and we'd be happy to meet to discuss them further. Could you forward this to (b) (6), (b) (7)(C)

Thanks,

(b) (6), (b) (7)(C)

From: (b) (6), (b) (7)(C)

Sent: Friday, January 15, 2016 11:31 AM

To: (b) (6), (b) (7)(C)

>

Cc: (b) (6), (b) (7)(C)

>

Subject: Data Request

(b) (6), (b) (7)

Good talking to you this morning. We would like any updates to the data you provided to us on facilities, fencing, lighting, and towers. These data were provided to us by you through (b) (6) of PA&E. We received two files – a Jan 20, 2015 email from (b) (6), (b) (7)(C) with data on each of the items above and a Feb 11, 2015 email from you, (b) (6), (b) (7) with additional data on towers. In addition, we currently have data on miles of roads by sector and year from Border Patrol. If is easy, we would like any additional detailed you have on road construction. We would like data on the construction date, the miles of roads, and the location the roads are built (e.g. border patrol station or zone).

We will follow up with a separate data requests on the costs.

I've attached a copy of our TOR. I've also attached a one paragraph overview below.

You can provide the data to us through or USBP POC (b) (6), (b) (7)(C) cced on this email.

Please let us know if you have any additional questions.

Thanks,

(b)

Preventing illegal entry into the United States is Goal 2.1 of DHS's Strategic Plan. For undocumented migrants, DHS reduces illegal entry by deterring prospective migrants and apprehending those who attempt entry. DHS leverages a host of different resources, including manpower, technology, and tactical infrastructure to produce apprehensions and imposition of consequences on illegal migrants to produce deterrence. Changes in the economic, political, and demographic environments, both in the U.S. and source countries, also influence the level of illegal entry. Therefore, to evaluate the contribution of resource investments to illegal entry outcomes, we must isolate the effects of factors that DHS can influence (e.g., manpower, technology, infrastructure, consequences) from those that they cannot (e.g., economic, political, and demographic factors). Ultimately, DHS must choose the mix of resources that best produce its goal of preventing illegal entry. The purpose of this study is to estimate that optimal resource mix to inform the Department's future investments.

From: (b) (6), (b) (7)(C)
To: (b) (6), (b) (7)(C)
Subject: FW: DHS FY 2017 Budget Amendment Justification: NEED BY 11 AM
Date: Thursday, May 04, 2017 5:56:42 AM
Attachments: (b) (5)
Importance: High

Says 35 gates in here ☺

(b) (6), (b) (7)(C)

Director, Business Operations Division (Acting)
Border Patrol & Air and Marine Program Management Office
Facilities Management and Engineering
Office of Facilities and Asset Management
Mobile: (b) (6), (b) (7)(C)

From: (b) (6), (b) (7)(C)

Sent: Friday, March 17, 2017 10:35 AM

To: (b) (6), (b) (7)(C)

Subject: FW: DHS FY 2017 Budget Amendment Justification: NEED BY 11 AM

Importance: High

BPAM/ (b) (6), (b) (7)(C)

For your immediate action...please see the comments on page 15, 32, and 35-36.

Best,

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

From: (b) (6), (b) (7)(C)

Sent: Friday, March 17, 2017 10:30 AM

To: (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C)

>

Subject: FW: DHS FY 2017 Budget Amendment Justification

Importance: High

All—

Additional OMB Comments, responses due to me **NLT 11 AM today**—no exceptions:

Immediate Border Wall Tech (pages 10-11): **OIT**

OCC Staff (Page 13): **OCC**

TI (Page 15): **OFAM**

TACCOM (Page 15): **USBP**

OIT Equipment & Field Tech (Page 19): **OIT** (comment is an FYI)

Facilities Support (Page 19): **OFAM** (comment is FYI)

Increase Temp CBP Detention Facilities (Page 6): **Budget** (b)(6);(b)(7)(C)

Border Infrastructure (Page 32): **OFAM**

SW Border Surveillance (Pages 33-35): **USBP**

TI (Pages 35-36): **OFAM**

Let me know if you have any questions.

Thank you,

(b) (6), (b) (7)(C)

From: (b) (6)

Sent: Friday, March 17, 2017 10:14 AM

To: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C) >

Cc: (b) (6) <[@hq.dhs.gov](mailto:(b) (6)@hq.dhs.gov)>; (b) (6)

(b) (6) <[@HQ.DHS.GOV](mailto:(b) (6)@HQ.DHS.GOV)>; (b) (6) <[@HQ.DHS.GOV](mailto:(b) (6)@HQ.DHS.GOV)>; (b) (6)

(b) (6) <[@hq.dhs.gov](mailto:(b) (6)@hq.dhs.gov)>

Subject: FW: DHS FY 2017 Budget Amendment Justification

Importance: High

All,

Comments from Ms. Kraninger attached. As I mentioned earlier, we will need quick turn-around on this; please let us know how we can assist. Of note for PC&I, she has requested some additional information which I think has been captured in your issue papers. Is there any chance we can have the edits back by 1115 (or earlier)?

Thank you in advance.

Respectfully,

(b) (6)

From: (b) (6)
Sent: Friday, March 17, 2017 10:05 AM
To: (b) (6) <[REDACTED]@hq.dhs.gov>
Subject: FW: DHS FY 2017 Budget Amendment Justification

From: (b) (6)
Sent: Friday, March 17, 2017 9:56 AM
To: (b) (6) <[REDACTED]@HQ.DHS.GOV>; (b) (6) <[REDACTED]@HQ.DHS.GOV>;
(b) (6) <[REDACTED]@hq.dhs.gov>; (b) (6) <[REDACTED]@HQ.DHS.GOV>; (b) (6)
<[REDACTED]@hq.dhs.gov>; (b) (6) <[REDACTED]@HQ.DHS.GOV>
Cc: (b) (6) <[REDACTED]@HQ.DHS.GOV>; (b) (6) <[REDACTED]@hq.dhs.gov>
Subject: FW: DHS FY 2017 Budget Amendment Justification

Please do a quick, cursory review and let me know whether you think there are significant issues that will prevent us from resolving and transmitting today.

I'm doing that right now as well.

From: Kraninger, Kathleen L. EOP/OMB (b) (6) <[REDACTED]@omb.eop.gov>
Sent: Friday, March 17, 2017 9:48 AM
To: (b) (6) <[REDACTED]@hq.dhs.gov>; (b) (6) /OMB
(b) (6) <[REDACTED]@omb.eop.gov>
Cc: (b) (6) <[REDACTED]@hq.dhs.gov>; (b) (6) <[REDACTED]@hq.dhs.gov>; (b) (6)
<[REDACTED]@hq.dhs.gov>; (b) (6)
<[REDACTED]@omb.eop.gov>; (b) (6) EOP/OMB
(b) (6) <[REDACTED]@omb.eop.gov>
Subject: RE: DHS FY 2017 Budget Amendment Justification

In the interest of time, here are the comments on OIS and CBP. I'll have ICE and FLETC shortly...

From: (b) (6) <[REDACTED]@hq.dhs.gov>
Sent: Thursday, March 16, 2017 10:07 PM
To: Kraninger, Kathleen L. EOP/OMB (b) (6) <[REDACTED]@omb.eop.gov>; (b) (6) . EOP/OMB
(b) (6) <[REDACTED]@omb.eop.gov>
Cc: (b) (6) <[REDACTED]@hq.dhs.gov>; (b) (6) <[REDACTED]@hq.dhs.gov>; (b) (6)
<[REDACTED]@hq.dhs.gov>
Subject: DHS FY 2017 Budget Amendment Justification

Kathy and (b) (6)

I hope I'm sending you the most recent document. I did not clear the document of comments/edits.

Thanks,

(b) (6)

(b) (6)

Budget Director

Office of the Chief Financial Officer

U. S. Department of Homeland Security

Ph: (b) (6)

(b) (6) [@hq.dhs.gov](mailto:(b)(6)@hq.dhs.gov)

m

From: (b) (6), (b) (7)(C)
To: (b) (6), (b) (7)(C)
Subject: RE: FM&E Data Request
Date: Thursday, June 01, 2017 11:24:21 AM

Yes, just sent it to you.

(b) (6), (b) (7)(C)
Branch Chief (A), Communications and Workforce Strategy
Border Patrol & Air and Marine (BPAM)
Program Management Office
Facilities Management & Engineering
Mobile: (b) (6), (b) (7)(C)
[REDACTED]

From: (b) (6), (b) (7)(C)
Sent: Thursday, June 01, 2017 11:19 AM
To: (b) (6), (b) (7)(C)
Subject: FW: FM&E Data Request

Did you send this to OFAM (b) (6), (b) (7)(C) I know we did, but I cant find it...

(b) (6), (b) (7)(C)
Director, Business Operations Division
Border Patrol & Air and Marine Program Management Office
Facilities Management and Engineering
Office of Facilities and Asset Management
Mobile: (b) (6), (b) (7)(C)

From: (b) (6), (b) (7)(C)
Sent: Thursday, May 11, 2017 3:18 PM
To: (b) (6), (b) (7)(C)
Cc: (b) (6), (b) (7)(C)
[REDACTED]
Subject: FW: FM&E Data Request

Thank you (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C) – cleared to go to OFAM for final clearance?

(b) (6), (b) (7)(C)
Director, Business Operations Division (Acting)
Border Patrol & Air and Marine Program Management Office
Facilities Management and Engineering
Office of Facilities and Asset Management

Mobile: (b) (6), (b) (7)(C)

From: (b) (6), (b) (7)(C)

Sent: Tuesday, May 09, 2017 4:03 PM

To: (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C)

Subject: RE: FM&E Data Request

Here's what we pulled together for an update/response. I was able to accommodate what (b) (6), (b) (7) was asking for with the towers by calling out that information in the notes section and adding the details in a separate tab.

v/i,

(b) (6), (b) (7)(C)

From: (b) (6), (b) (7)(C)

Sent: Thursday, May 4, 2017 12:15 PM

To: (b) (6) (b) (6) @hq.dhs.gov>

Cc: (b) (6), (b) (7)(C)

> (b) (6)

@hq.dhs.gov>; (b) (6), (b) (7)(C)

Subject: RE: FM&E Data Request

Hi (b) (6), (b) (7) – We need to talk through this request.

(b) (6), (b) (7) – Can you please set up a call with all the folks on this call to discuss – preferably later today or tomorrow.

(b) (6), (b) (7)(C)

Director, Business Operations Division (Acting)
Border Patrol & Air and Marine Program Management Office
Facilities Management and Engineering
Office of Facilities and Asset Management
Mobile: (b) (6), (b) (7)(C)

From: (b) (6)

Sent: Thursday, May 04, 2017 11:39 AM

To: (b) (6), (b) (7)(C) >; (b) (6) @hq.dhs.gov>

Cc: (b) (6), (b) (7)(C)

>; (b) (6)

@hq.dhs.gov>

Subject: RE: FM&E Data Request

Hi (b) (6), (b) (7)(C)

Good morning to you too!

We would like disaggregate data across time. For example, if one RVSS tower was installed in Rio Grande City Station and then 6 months later another RVSS tower was installed in Rio Grande City Station, we'd like to distinguish between these towers by date. Geographically, aggregating by the USBP station level is enough resolution for our analysis.

Thanks for pulling these data for us. We'd be happy to discuss any of this on the phone if that's easier.

Thanks,

(b) (6)

From: (b) (6), (b) (7)(C)
Sent: Thursday, May 04, 2017 9:48 AM
To: (b) (6) <[@hq.dhs.gov](mailto:(b) (6)@hq.dhs.gov)>
Cc: (b) (6), (b) (7)(C)
(b) (6), (b) (6), (b) (6)
(b) (6) <[@hq.dhs.gov](mailto:(b) (6)@hq.dhs.gov)>; (b) (6)
Subject: FW: FM&E Data Request

Good morning (b) (6) –

We received your request and are working on pulling together what you need. To be clear, we are pulling any updates to fencing, lighting, and towers. Do you need that broken out by state, in addition to sector and station as well or just aggregate numbers?

We are targeting submitting this information to you by Monday, May 22.

We look forward to hearing from you.

Regards,

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

Director, Business Operations Division (Acting)
Border Patrol & Air and Marine Program Management Office
Facilities Management and Engineering
Office of Facilities and Asset Management
Mobile: (b) (6), (b) (7)(C)

From: (b) (6)

Sent: Monday, May 1, 2017 2:37 PM

To: (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C)

(b) (6)

(b) (6) (b) (6)

(b) (6) @hq.dhs.gov; (b) (6)

Subject: FW: FM&E Data Request

Hi (b) (6), (b) (7)(C)

I'm contacting you regarding an update for a previous data request. The motivation for this request is Section 4(d) in the Executive Order on Border Security and Immigration Enforcement Improvements. Section 4(d) requires a comprehensive study of the security of the southern border. DHS must submit this report to the President on July 24th.

My office, DHS PA&E is leading this effort, and the Institute for Defense Analyses (IDA) is supporting our efforts. We are requesting these data for IDA to update and continue their analysis of behind-the-border deterrence and sector level estimates for this report.

We would like any updates to the data you provided in the past on facilities, fencing, lighting, and towers. These data were provided to IDA by you through my former colleague, (b) (6) of PA&E. The initial request included two files – a Jan 20, 2015 email from (b) (6), (b) (7)(C) with data on each of the items above and a Feb 11, 2015 email from (b) (6), (b) (7)(C) with additional data on towers. On February 18, 2016, an updated file was provided to IDA through USBP POC (b) (6), (b) (7)(C).

We would like to request any updates by USBP station for fencing, lighting, and towers. These data can be provided to IDA through PA&E.

Please let us know if you have any additional questions.

Thank you,

(b) (6)

From: (b) (6), (b) (7)(C)

Sent: Thursday, February 18, 2016 3:57 PM

To: (b) (6) (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C)

(b) (6)

(b) (6)

Subject: RE: Data Request

Hi (b) (6), (b) (7)(C)

Please see attached for the data and financials as requested. Thanks so much, and please let me

know if you have any questions!

(b) (6), (b) (7)(C)

Tasking Coordinator, Business Operations Division

Border Patrol Facilities and Tactical Infrastructure

Program Management Office

Facilities Management and Engineering

BlackBerry: (b) (6), (b) (7)(C)

Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.

From: (b) (6)

Sent: Thursday, February 04, 2016 1:19 PM

To: (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C) (b) (6)

Subject: RE: Data Request

That works, thanks.

From: (b) (6), (b) (7)(C)

Sent: Thursday, February 04, 2016 12:49 PM

To: (b) (6) (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

(b) (6)

Subject: RE: Data Request

Hi (b) (6), (b) (7)(C)

Just to provide an update, we are currently working to get the data requested below compiled for you. If it is okay, we would like to send both the data requested and financial piece to you on the 12th.

Please let us know if that will work. Thanks so much!

(b) (6), (b) (7)(C)

Tasking Coordinator, Business Operations Division

Border Patrol Facilities and Tactical Infrastructure

Program Management Office

Facilities Management and Engineering

BlackBerry: (b) (6), (b) (7)(C)

Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.

From: (b) (6)

Sent: Monday, February 01, 2016 3:52 PM

To: (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C) (b) (6)

Subject: RE: Data Request

(b) (6), (b) (7)(C)

Thank you so much for your assistance. Yes, the 12th will work.

(b) (6), (b) (7)(C)

From: (b) (6), (b) (7)(C)

Sent: Monday, February 01, 2016 3:34 PM

To: (b) (6), (b) (7)(C) (b) (6)

Cc: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C) >

Subject: RE: Data Request

Sounds good, we will work this as quickly as possible. Thank you so much!

(b) (6), (b) (7)(C)

Tasking Coordinator, Business Operations Division

Border Patrol Facilities and Tactical Infrastructure

Program Management Office

Facilities Management and Engineering

BlackBerry: (b) (6), (b) (7)(C)

Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.

From: (b) (6), (b) (7)(C)

Sent: Monday, February 01, 2016 3:23 PM

To: (b) (6), (b) (7)(C) (b) (6)

Cc: (b) (6), (b) (7)(C)

Subject: RE: Data Request

(b)(6);(b)(7)(C)

Good afternoon. I do not want to speak on behalf of IDA, however, if that is the soonest you can develop the information than I presume they will be ok with it.

Thanks.

(b) (6), (b) (7)(C)

Assistant Chief

Strategic Planning and Analysis Directorate

O: (b) (6), (b) (7)(C)

C: (b) (6), (b) (7)(C)

From: (b) (6), (b) (7)(C)

Sent: Monday, February 01, 2016 3:18 PM

To: (b) (6); (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C)

Subject: FW: Data Request

Hi All,

Just wanted to loop back to ensure the 12th will work for the financial piece?

Thanks so much, and please let me know!

(b) (6), (b) (7)(C)

Tasking Coordinator, Business Operations Division
Border Patrol Facilities and Tactical Infrastructure
Program Management Office
Facilities Management and Engineering

BlackBerry: (b) (6), (b) (7)(C)

Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.

From: (b) (6), (b) (7)(C)

Sent: Monday, January 25, 2016 10:47 AM

To: (b) (6)

Cc: (b) (6), (b) (7)(C)

Subject: FW: Data Request

Hi (b) (6), (b) (7)(C)

I wanted to loop back on the following request. We are working this currently, but anticipate needing until COB 2/12 to complete the financials piece.

Thanks so much, and please let me know if you have any questions or concerns.

(b) (6), (b) (7)(C)

Tasking Coordinator, Business Operations Division
Border Patrol Facilities and Tactical Infrastructure
Program Management Office
Facilities Management and Engineering

BlackBerry: (b) (6), (b) (7)(C)

Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.

From: (b) (6)

Sent: Friday, January 22, 2016 1:07 AM

To: (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (6), (b) (7)(C)

Subject: RE: Data Request

(b) (6), (b) (7)(C)

Thanks for your help. You suggested that (b) (6), (b) (7)(C) might be able to help us with FM&E costs. I've attached a list of cost questions about FM&E and we'd be happy to meet to discuss them

further. Could you forward this to (b) (6), (b) (7)(C)

Thanks,

(b) (6)

From: (b) (6)

Sent: Friday, January 15, 2016 11:31 AM

To: (b) (6), (b) (7)(C)

(b) (6) >

Cc: (b) (6), (b) (7)(C) (b) (6)

(b) (6)

Subject: Data Request

(b) (6), (b) (7)(C)

Good talking to you this morning. We would like any updates to the data you provided to us on facilities, fencing, lighting, and towers. These data were provided to us by you through (b) (6) of PA&E. We received two files – a Jan 20, 2015 email from (b) (6), (b) (7)(C) with data on each of the items above and a Feb 11, 2015 email from you, (b) (6), (b) (7)(C) with additional data on towers. In addition, we currently have data on miles of roads by sector and year from Border Patrol. If is easy, we would like any additional detailed you have on road construction. We would like data on the construction date, the miles of roads, and the location the roads are built (e.g. border patrol station or zone).

We will follow up with a separate data requests on the costs.

I've attached a copy of our TOR. I've also attached a one paragraph overview below.

You can provide the data to us through or USBP POC (b) (6), (b) (7)(C) cced on this email.

Please let us know if you have any additional questions.

Thanks,

(b) (6)

Preventing illegal entry into the United States is Goal 2.1 of DHS's Strategic Plan. For undocumented migrants, DHS reduces illegal entry by deterring prospective migrants and apprehending those who attempt entry. DHS leverages a host of different resources, including manpower, technology, and tactical infrastructure to produce apprehensions and imposition of consequences on illegal migrants to produce deterrence. Changes in the economic, political, and demographic environments, both in the U.S. and source countries, also influence the level of illegal entry. Therefore, to evaluate the contribution of resource investments to illegal entry outcomes, we must isolate the effects of factors that DHS can influence (e.g., manpower, technology, infrastructure, consequences) from those that they cannot (e.g., economic, political, and demographic factors). Ultimately, DHS must choose the mix of resources that best produce its goal of preventing illegal entry. The purpose of this study is to estimate that optimal resource mix to inform the Department's future investments.

From: (b) (6), (b) (7)(C)
To: (b) (6), (b) (7)(C)
Subject: FW: For your Review - FM&E Data Request
Date: Thursday, June 01, 2017 11:24:07 AM
Attachments: [CFM Infrastructure Tasker Update 05122017 v3.xlsx](#)

Here it is!

(b) (6), (b) (7)(C)
Branch Chief (A), Communications and Workforce Strategy
Border Patrol & Air and Marine (BPAM)
Program Management Office
Facilities Management & Engineering
Mobile: (b) (6), (b) (7)(C)
[REDACTED]

From: (b) (6), (b) (7)(C)
Sent: Monday, May 15, 2017 1:24 PM
To: (b) (6), (b) (7)(C)
Cc: (b) (6), (b) (7)(C)
Subject: For your Review - FM&E Data Request

Hi (b) (6), (b) (7)(C)

Attached for your review, please find BPAM's response to the following data request. It is my understanding that (b) (6), (b) (7)(C) wanted to see this before it was submitted?

Are you and/or (b) (6), (b) (7)(C) able to take a look at this by COB tomorrow?

Thanks in advance, and please let me know.

(b) (6), (b) (7)(C)
Branch Chief (A), Communications and Workforce Strategy
Border Patrol & Air and Marine (BPAM)
Program Management Office
Facilities Management & Engineering
Mobile: (b) (6), (b) (7)(C)
[REDACTED]

From: (b) (6)
Sent: Thursday, May 04, 2017 11:39 AM
To: (b) (6), (b) (7)(C); (b) (6)
Cc: (b) (6), (b) (7)(C); (b) (6)
Subject: RE: FM&E Data Request

Hi (b) (6), (b) (7)(C)

Good morning to you too!

We would like disaggregate data across time. For example, if one RVSS tower was installed in Rio Grande City Station and then 6 months later another RVSS tower was installed in Rio Grande City Station, we'd like to distinguish between these towers by date. Geographically, aggregating by the USBP station level is enough resolution for our analysis.

Thanks for pulling these data for us. We'd be happy to discuss any of this on the phone if that's easier.

Thanks,

(b) (6)

From: (b) (6), (b) (7)(C)

Sent: Thursday, May 04, 2017 9:48 AM

To: (b) (6) <[@hq.dhs.gov](mailto:(b) (6)@hq.dhs.gov)>

Cc: (b) (6), (b) (7)(C)

(b) (6)

(b) (6) <[@hq.dhs.gov](mailto:(b) (6)@hq.dhs.gov)>; (b) (6)

Subject: FW: FM&E Data Request

Good morning (b) (6) –

We received your request and are working on pulling together what you need. To be clear, we are pulling any updates to fencing, lighting, and towers. Do you need that broken out by state, in addition to sector and station as well or just aggregate numbers?

We are targeting submitting this information to you by Monday, May 22.

We look forward to hearing from you.

Regards,

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

Director, Business Operations Division (Acting)
Border Patrol & Air and Marine Program Management Office
Facilities Management and Engineering
Office of Facilities and Asset Management
Mobile: (b) (6), (b) (7)(C)

From: (b) (6)

Sent: Monday, May 1, 2017 2:37 PM

To: (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

Subject: FW: FM&E Data Request

Hi (b) (6), (b) (7)(C)

I'm contacting you regarding an update for a previous data request. The motivation for this request is Section 4(d) in the Executive Order on Border Security and Immigration Enforcement Improvements. Section 4(d) requires a comprehensive study of the security of the southern border. DHS must submit this report to the President on July 24th.

My office, DHS PA&E is leading this effort, and the Institute for Defense Analyses (IDA) is supporting our efforts. We are requesting these data for IDA to update and continue their analysis of behind-the-border deterrence and sector level estimates for this report.

We would like any updates to the data you provided in the past on facilities, fencing, lighting, and towers. These data were provided to IDA by you through my former colleague, (b) (6) of PA&E. The initial request included two files – a Jan 20, 2015 email from (b) (6), (b) (7)(C) with data on each of the items above and a Feb 11, 2015 email from (b) (6), (b) (7)(C) with additional data on towers. On February 18, 2016, an updated file was provided to IDA through USBP POC (b) (6), (b) (7)(C).

We would like to request any updates by USBP station for fencing, lighting, and towers. These data can be provided to IDA through PA&E.

Please let us know if you have any additional questions.

Thank you,

(b) (6)

From: (b) (6), (b) (7)(C)

Sent: Thursday, February 18, 2016 3:57 PM

To: (b) (6); (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

(b) (6)

Subject: RE: Data Request

Hi (b) (6), (b) (7)(C)

Please see attached for the data and financials as requested. Thanks so much, and please let me

know if you have any questions!

(b) (6), (b) (7)(C)

Tasking Coordinator, Business Operations Division
Border Patrol Facilities and Tactical Infrastructure
Program Management Office
Facilities Management and Engineering
BlackBerry: (b) (6), (b) (7)(C)

Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.

From: (b) (6)
Sent: Thursday, February 04, 2016 1:19 PM
To: (b) (6), (b) (7)(C)
Cc: (b) (6), (b) (7)(C); (b) (6)
Subject: RE: Data Request

That works, thanks.

From: (b) (6), (b) (7)(C)
Sent: Thursday, February 04, 2016 12:49 PM
To: (b) (6); (b) (6), (b) (7)(C)
Cc: (b) (6), (b) (7)(C)
(b) (6)
(b) (6)
Subject: RE: Data Request

Hi (b) (6), (b) (7)(C)

Just to provide an update, we are currently working to get the data requested below compiled for you. If it is okay, we would like to send both the data requested and financial piece to you on the 12th.

Please let us know if that will work. Thanks so much!

(b) (6), (b) (7)(C)

Tasking Coordinator, Business Operations Division
Border Patrol Facilities and Tactical Infrastructure
Program Management Office
Facilities Management and Engineering
BlackBerry: (b) (6), (b) (7)(C)

Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.

From: (b) (6)
Sent: Monday, February 01, 2016 3:52 PM
To: (b) (6), (b) (7)(C)
Cc: (b) (6), (b) (7)(C); (b) (6)
Subject: RE: Data Request

(b) (6), (b) (7)(C)

Thank you so much for your assistance. Yes, the 12th will work.

(b) (6), (b) (7)(C)

From: (b) (6), (b) (7)(C)

Sent: Monday, February 01, 2016 3:34 PM

To: (b) (6), (b) (7)(C) (b) (6)

Cc: (b) (6), (b) (7)(C)

Subject: RE: Data Request

Sounds good, we will work this as quickly as possible. Thank you so much!

(b) (6), (b) (7)(C)

Tasking Coordinator, Business Operations Division
Border Patrol Facilities and Tactical Infrastructure
Program Management Office
Facilities Management and Engineering

BlackBerry: (b) (6), (b) (7)(C)

Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.

From: (b) (6), (b) (7)(C)

Sent: Monday, February 01, 2016 3:23 PM

To: (b) (6), (b) (7)(C) (b) (6)

Cc: (b) (6), (b) (7)(C)

Subject: RE: Data Request

(b)(6);(b)(7)(C)

Good afternoon. I do not want to speak on behalf of IDA, however, if that is the soonest you can develop the information than I presume they will be ok with it.

Thanks.

(b) (6), (b) (7)(C)

Assistant Chief
Strategic Planning and Analysis Directorate

O: (b) (6), (b) (7)(C)

C: (b) (6), (b) (7)(C)

From: (b) (6), (b) (7)(C)

Sent: Monday, February 01, 2016 3:18 PM

To: (b) (6) (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C)

Subject: FW: Data Request

Hi All,

Just wanted to loop back to ensure the 12th will work for the financial piece?

Thanks so much, and please let me know!

(b) (6), (b) (7)(C)

Tasking Coordinator, Business Operations Division
Border Patrol Facilities and Tactical Infrastructure
Program Management Office
Facilities Management and Engineering

BlackBerry: (b) (6), (b) (7)(C)

Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.

From: (b) (6), (b) (7)(C)

Sent: Monday, January 25, 2016 10:47 AM

To: (b) (6)

Cc: (b) (6), (b) (7)(C)

Subject: FW: Data Request

Hi (b) (6), (b) (7)(C)

I wanted to loop back on the following request. We are working this currently, but anticipate needing until COB 2/12 to complete the financials piece.

Thanks so much, and please let me know if you have any questions or concerns.

(b) (6), (b) (7)(C)

Tasking Coordinator, Business Operations Division
Border Patrol Facilities and Tactical Infrastructure
Program Management Office
Facilities Management and Engineering

BlackBerry: (b) (6), (b) (7)(C)

Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.

From: (b) (6)

Sent: Friday, January 22, 2016 1:07 AM

To: (b) (6), (b) (7)(C)

Cc: (b) (6); (b) (6), (b) (7)(C)

Subject: RE: Data Request

(b) (6), (b) (7)(C)

Thanks for your help. You suggested that (b) (6), (b) (7)(C) might be able to help us with FM&E costs. I've attached a list of cost questions about FM&E and we'd be happy to meet to discuss them

further. Could you forward this to (b) (6), (b) (7)(C)

Thanks,

(b) (6)

From: (b) (6)

Sent: Friday, January 15, 2016 11:31 AM

To: (b) (6), (b) (7)(C)

(b) (6) >

Cc: (b) (6), (b) (7)(C) (b) (6)

(b) (6)

Subject: Data Request

(b) (6), (b) (7)(C)

Good talking to you this morning. We would like any updates to the data you provided to us on facilities, fencing, lighting, and towers. These data were provided to us by you through (b) (6) of PA&E. We received two files – a Jan 20, 2015 email from (b) (6), (b) (7)(C) with data on each of the items above and a Feb 11, 2015 email from you, (b) (6), (b) (7)(C) with additional data on towers. In addition, we currently have data on miles of roads by sector and year from Border Patrol. If is easy, we would like any additional detailed you have on road construction. We would like data on the construction date, the miles of roads, and the location the roads are built (e.g. border patrol station or zone).

We will follow up with a separate data requests on the costs.

I've attached a copy of our TOR. I've also attached a one paragraph overview below.

You can provide the data to us through or USBP POC (b) (6), (b) (7)(C) cced on this email.

Please let us know if you have any additional questions.

Thanks,

(b) (6)

Preventing illegal entry into the United States is Goal 2.1 of DHS's Strategic Plan. For undocumented migrants, DHS reduces illegal entry by deterring prospective migrants and apprehending those who attempt entry. DHS leverages a host of different resources, including manpower, technology, and tactical infrastructure to produce apprehensions and imposition of consequences on illegal migrants to produce deterrence. Changes in the economic, political, and demographic environments, both in the U.S. and source countries, also influence the level of illegal entry. Therefore, to evaluate the contribution of resource investments to illegal entry outcomes, we must isolate the effects of factors that DHS can influence (e.g., manpower, technology, infrastructure, consequences) from those that they cannot (e.g., economic, political, and demographic factors). Ultimately, DHS must choose the mix of resources that best produce its goal of preventing illegal entry. The purpose of this study is to estimate that optimal resource mix to inform the Department's future investments.

Location (State, Sector, Station)	Vehicle Fence	Primary Pedestrian Fence	Secondary Pedestrian Fence	Tertiary Pedestrian Fence	Grand Total
Arizona	183.2	123.7	9.2	8.3	324.5
Tucson	139.4	71.8	0.3	0.0	211.6
(b) (7)(E)					
Yuma	43.8	51.9	8.9	8.3	112.9
(b) (7)(E)					
California	15.3	100.8	13.5	2.0	131.5
El Centro	14.9	44.0	0.0	0.0	58.9
(b) (7)(E)					
San Diego	0.4	45.9	13.5	2.0	61.7
(b) (7)(E)					
Yuma	0.0	10.9	0.0	0.0	10.9
(b) (7)(E)					
New Mexico	101.3	14.3	0.0	0.0	115.6
El Paso	101.3	14.3	0.0	0.0	115.6
(b) (7)(E)					
Texas	0.2	115.2	13.4	4.0	132.8
Big Bend	0.2	4.6	0.0	0.0	4.8
(b) (7)(E)					
Del Rio	0.0	4.0	0.0	0.0	4.0
(b) (7)(E)					
El Paso	0.0	50.4	13.4	4.0	67.9
(b) (7)(E)					
Laredo	0.0	1.2	0.0	0.0	1.2

(b) (7)(E)					
Rio Grande Valley	0.0	54.9	0.0	0.0	54.9
(b) (7)(E)					
Grand Total	299.9	354.0	36.2	14.3	704.4

Fence Replacement Projects - replacing legacy fence with PV1 (bollard); no increase in total mileage

(b) (7)(E)	underway
	underway
	completed

From: (b) (6), (b) (7)(C)
To: (b) (6), (b) (7)(C)
Subject: FW: FM&E Data Request
Date: Thursday, June 01, 2017 11:19:24 AM
Attachments: [CFM Infrastructure Tasker Update 05042017 v2.xlsx](#)

Did you send this to OFAM (b) (6), (b) (7)(C) I know we did, but I cant find it...

(b) (6), (b) (7)(C)

Director, Business Operations Division
Border Patrol & Air and Marine Program Management Office
Facilities Management and Engineering
Office of Facilities and Asset Management
Mobile: (b) (6), (b) (7)(C)

From: (b) (6), (b) (7)(C)
Sent: Thursday, May 11, 2017 3:18 PM
To: (b) (6), (b) (7)(C)
Cc: (b) (6), (b) (7)(C)
Subject: FW: FM&E Data Request

Thank you (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C) – cleared to go to OFAM for final clearance?

(b) (6), (b) (7)(C)

Director, Business Operations Division (Acting)
Border Patrol & Air and Marine Program Management Office
Facilities Management and Engineering
Office of Facilities and Asset Management
Mobile: (b) (6), (b) (7)(C)

From: (b) (6), (b) (7)(C)
Sent: Tuesday, May 09, 2017 4:03 PM
To: (b) (6), (b) (7)(C)
>
Cc: (b) (6), (b) (7)(C) >
Subject: RE: FM&E Data Request

Here's what we pulled together for an update/response. I was able to accommodate what (b) (6), (b) (7)(C) was asking for with the towers by calling out that information in the notes section and adding the details in a separate tab.

v/i,
(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

From: (b) (6), (b) (7)(C)

Sent: Thursday, May 4, 2017 12:15 PM

To: (b) (6) (b) (6) <[@hq.dhs.gov](mailto:(b) (6)@hq.dhs.gov)>

Cc: (b) (6), (b) (7)(C)

(b) (6)

<[@hq.dhs.gov](mailto:(b) (6)@hq.dhs.gov)>; (b) (6), (b) (7)(C)

Subject: RE: FM&E Data Request

Hi (b) (6), (b) (7)(C) – We need to talk through this request.

(b) (6), (b) (7)(C) – Can you please set up a call with all the folks on this call to discuss – preferably later today or tomorrow.

(b) (6), (b) (7)(C)

Director, Business Operations Division (Acting)
Border Patrol & Air and Marine Program Management Office
Facilities Management and Engineering
Office of Facilities and Asset Management
Mobile: (b) (6), (b) (7)(C)

From: (b) (6)

Sent: Thursday, May 04, 2017 11:39 AM

To: (b) (6), (b) (7)(C) (b) (6) <[@hq.dhs.gov](mailto:(b) (6)@hq.dhs.gov)>

Cc: (b) (6), (b) (7)(C)

(b) (6) >; (b) (6)

<[@hq.dhs.gov](mailto:(b) (6)@hq.dhs.gov)>

Subject: RE: FM&E Data Request

Hi (b) (6), (b) (7)(C)

Good morning to you too!

We would like disaggregate data across time. For example, if one RVSS tower was installed in Rio Grande City Station and then 6 months later another RVSS tower was installed in Rio Grande City Station, we'd like to distinguish between these towers by date. Geographically, aggregating by the USBP station level is enough resolution for our analysis.

Thanks for pulling these data for us. We'd be happy to discuss any of this on the phone if that's easier.

Thanks,

(b) (6)

From: (b) (6), (b) (7)(C)
Sent: Thursday, May 04, 2017 9:48 AM
To: (b) (6) <[@hq.dhs.gov](mailto:(b) (6)@hq.dhs.gov)>
Cc: (b) (6), (b) (7)(C)
(b) (6)
(b) (6) <[@hq.dhs.gov](mailto:(b) (6)@hq.dhs.gov)>; (b) (6), (b) (7)(C) >
Subject: FW: FM&E Data Request

Good morning (b) (6) –

We received your request and are working on pulling together what you need. To be clear, we are pulling any updates to fencing, lighting, and towers. Do you need that broken out by state, in addition to sector and station as well or just aggregate numbers?

We are targeting submitting this information to you by Monday, May 22.

We look forward to hearing from you.

Regards,

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

Director, Business Operations Division (Acting)
Border Patrol & Air and Marine Program Management Office
Facilities Management and Engineering
Office of Facilities and Asset Management
Mobile: (b) (6), (b) (7)(C)

From: (b) (6)
Sent: Monday, May 1, 2017 2:37 PM
To: (b) (6), (b) (7)(C) >
Cc: (b) (6), (b) (7)(C)
(b) (6)
(b) (6)
(b) (6) <[@hq.dhs.gov](mailto:(b) (6)@hq.dhs.gov)>; (b) (6), (b) (7)(C)
Subject: FW: FM&E Data Request

Hi (b) (6), (b) (7)(C)

I'm contacting you regarding an update for a previous data request. The motivation for this request is Section 4(d) in the Executive Order on Border Security and Immigration Enforcement Improvements. Section 4(d) requires a comprehensive study of the security of the southern border. DHS must submit this report to the President on July 24th.

My office, DHS PA&E is leading this effort, and the Institute for Defense Analyses (IDA) is supporting our efforts. We are requesting these data for IDA to update and continue their analysis of behind-the-border deterrence and sector level estimates for this report.

We would like any updates to the data you provided in the past on facilities, fencing, lighting, and towers. These data were provided to IDA by you through my former colleague, (b) (6) of PA&E. The initial request included two files – a Jan 20, 2015 email from (b) (6), (b) (7)(C) with data on each of the items above and a Feb 11, 2015 email from (b) (6), (b) (7)(C) with additional data on towers. On February 18, 2016, an updated file was provided to IDA through USBP POC (b) (6), (b) (7)(C).

We would like to request any updates by USBP station for fencing, lighting, and towers. These data can be provided to IDA through PA&E.

Please let us know if you have any additional questions.

Thank you,

(b) (6), (b) (7)(C)

From: (b) (6), (b) (7)(C)

Sent: Thursday, February 18, 2016 3:57 PM

To: (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C) >

Subject: RE: Data Request

Hi (b) (6), (b) (7)(C)

Please see attached for the data and financials as requested. Thanks so much, and please let me know if you have any questions!

(b) (6), (b) (7)(C)

Tasking Coordinator, Business Operations Division
Border Patrol Facilities and Tactical Infrastructure
Program Management Office
Facilities Management and Engineering

BlackBerry: (b) (6), (b) (7)(C)

Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.

From: (b) (6), (b) (7)(C)

Sent: Thursday, February 04, 2016 1:19 PM

To: (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C)

Subject: RE: Data Request

That works, thanks.

From: (b) (6), (b) (7)(C)

Sent: Thursday, February 04, 2016 12:49 PM

To: (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C)

Subject: RE: Data Request

Hi (b) (6), (b) (7)(C)

Just to provide an update, we are currently working to get the data requested below compiled for you. If it is okay, we would like to send both the data requested and financial piece to you on the 12th.

Please let us know if that will work. Thanks so much!

(b) (6), (b) (7)(C)

Tasking Coordinator, Business Operations Division

Border Patrol Facilities and Tactical Infrastructure

Program Management Office

Facilities Management and Engineering

BlackBerry: (b) (6), (b) (7)(C)

Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.

From: (b) (6), (b) (7)(C)

Sent: Monday, February 01, 2016 3:52 PM

To: (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C)

Subject: RE: Data Request

(b) (6), (b) (7)(C)

Thank you so much for your assistance. Yes, the 12th will work.

(b) (6), (b) (7)(C)

From: (b) (6), (b) (7)(C)

Sent: Monday, February 01, 2016 3:34 PM

To: (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C)

Subject: RE: Data Request

Sounds good, we will work this as quickly as possible. Thank you so much!

(b) (6), (b) (7)(C)

Tasking Coordinator, Business Operations Division
Border Patrol Facilities and Tactical Infrastructure
Program Management Office
Facilities Management and Engineering

BlackBerry: (b) (6), (b) (7)(C)

Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.

From: (b) (6), (b) (7)(C)

Sent: Monday, February 01, 2016 3:23 PM

To: (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C)

Subject: RE: Data Request

(b)(6);(b)(7)(C)

Good afternoon. I do not want to speak on behalf of IDA, however, if that is the soonest you can develop the information than I presume they will be ok with it.

Thanks.

(b) (6), (b) (7)(C)

Assistant Chief
Strategic Planning and Analysis Directorate

O: (b) (6), (b) (7)(C)

C: (b) (6), (b) (7)(C)

From: (b) (6), (b) (7)(C)

Sent: Monday, February 01, 2016 3:18 PM

To: (b) (6), (b) (7)(C)

Cc: (b) (6), (b) (7)(C)

Subject: FW: Data Request

Hi All,

Just wanted to loop back to ensure the 12th will work for the financial piece?

Thanks so much, and please let me know!

(b) (6), (b) (7)(C)

Tasking Coordinator, Business Operations Division
Border Patrol Facilities and Tactical Infrastructure
Program Management Office
Facilities Management and Engineering

BlackBerry: (b) (6), (b) (7)(C)

Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.

From: (b) (6), (b) (7)(C)
Sent: Monday, January 25, 2016 10:47 AM
To: (b) (6), (b) (7)(C)
Cc: (b) (6), (b) (7)(C)
Subject: FW: Data Request

Hi (b) (6), (b) (7)(C)

I wanted to loop back on the following request. We are working this currently, but anticipate needing until COB 2/12 to complete the financials piece.

Thanks so much, and please let me know if you have any questions or concerns.

(b) (6), (b) (7)(C)

Tasking Coordinator, Business Operations Division
Border Patrol Facilities and Tactical Infrastructure
Program Management Office
Facilities Management and Engineering
BlackBerry: (b) (6), (b) (7)(C)
Excel as a trusted strategic partner enhancing Border Patrol's proud legacy.

From: (b) (6), (b) (7)(C)
Sent: Friday, January 22, 2016 1:07 AM
To: (b) (6), (b) (7)(C)
Cc: (b) (6), (b) (7)(C)
Subject: RE: Data Request

(b) (6), (b) (7)(C)

Thanks for your help. You suggested that (b) (6), (b) (7)(C) might be able to help us with FM&E costs. I've attached a list of cost questions about FM&E and we'd be happy to meet to discuss them further. Could you forward this to (b) (6), (b) (7)(C)?
Thanks,

(b) (6), (b) (7)(C)

From: (b) (6), (b) (7)(C)
Sent: Friday, January 15, 2016 11:31 AM
To: (b) (6), (b) (7)(C)
>
Cc: (b) (6), (b) (7)(C)
>
Subject: Data Request

(b) (6), (b) (7)(C)

Good talking to you this morning. We would like any updates to the data you provided to us on facilities, fencing, lighting, and towers. These data were provided to us by you through (b) (6)

of PA&E. We received two files – a Jan 20, 2015 email from (b) (6), (b) (7)(C) with data on each of the items above and a Feb 11, 2015 email from you, (b) (6), (b) (7) with additional data on towers. In addition, we currently have data on miles of roads by sector and year from Border Patrol. If is easy, we would like any additional detailed you have on road construction. We would like data on the construction date, the miles of roads, and the location the roads are built (e.g. border patrol station or zone).

We will follow up with a separate data requests on the costs.

I've attached a copy of our TOR. I've also attached a one paragraph overview below.

You can provide the data to us through or USBP POC (b) (6), (b) (7)(C) cced on this email.

Please let us know if you have any additional questions.

Thanks,

(b) (6), (b) (7)(C)

Preventing illegal entry into the United States is Goal 2.1 of DHS's Strategic Plan. For undocumented migrants, DHS reduces illegal entry by deterring prospective migrants and apprehending those who attempt entry. DHS leverages a host of different resources, including manpower, technology, and tactical infrastructure to produce apprehensions and imposition of consequences on illegal migrants to produce deterrence. Changes in the economic, political, and demographic environments, both in the U.S. and source countries, also influence the level of illegal entry. Therefore, to evaluate the contribution of resource investments to illegal entry outcomes, we must isolate the effects of factors that DHS can influence (e.g., manpower, technology, infrastructure, consequences) from those that they cannot (e.g., economic, political, and demographic factors). Ultimately, DHS must choose the mix of resources that best produce its goal of preventing illegal entry. The purpose of this study is to estimate that optimal resource mix to inform the Department's future investments.

Location (State, Sector, Station)	Vehicle Fence	Primary Pedestrian Fence	Secondary Pedestrian Fence	Tertiary Pedestrian Fence	Grand Total
Arizona	183.2	123.0	9.2	8.3	323.8
Tucson	139.4	71.3	0.3	0.0	211.1
(b) (7)(E)					
Yuma	43.8	51.7	8.9	8.3	112.7
(b) (7)(E)					
California	15.1	100.1	13.5	2.0	130.7
El Centro	14.8	43.7	0.0	0.0	58.5
(b) (7)(E)					
San Diego	0.4	45.5	13.5	2.0	61.4
(b) (7)(E)					
Yuma	0.0	10.9	0.0	0.0	10.9
(b) (7)(E)					
New Mexico	101.3	14.2	0.0	0.0	115.5
El Paso	101.3	14.2	0.0	0.0	115.5
(b) (7)(E)					
Texas	0.2	115.6	13.4	4.0	133.2
Big Bend	0.2	4.6	0.0	0.0	4.7
(b) (7)(E)					
Del Rio	0.0	4.0	0.0	0.0	4.0
(b) (7)(E)					
El Paso	0.0	51.1	13.4	4.0	68.5
(b) (7)(E)					
Laredo	0.0	1.2	0.0	0.0	1.2
(b) (7)(E)					
Rio Grande Valley	0.0	54.7	0.0	0.0	54.7
(b) (7)(E)					
Grand Total	299.8	353.0	36.2	14.3	703.2

Fence Replacement Projects - replacing legacy fence with PV1 (bollard); no increase in total mileage

(b) (7)(E)

underway
underway
completed